

THE IMPACT OF TEAM WORK ON ORGANIZATIONAL PRODUCTIVITY

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**A RESEARCH PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT
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DECLARATION

I, **ADENUGA OLUYEMI OLANIYI** do hereby declare that this project work is entirely my own work and composition. The work embodied in this project has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged

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CERTIFICATION

This is to certify that this research work was carried out by **ADENUGA OLUYEMI OLANIYI** in the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City.

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DEDICATION

With deep appreciation and heartfelt gratitude, I dedicate this project to God, the source of all wisdom and strength, without whom this journey would not have been possible.

To my beloved parents (Mr Babatunde Adenuga and Mrs Rukayat Olayinka Adenuga) and supportive friend (Okonkwo Ayomide) whose love, sacrifices, and unwavering support have been my foundation. This project is dedicated to you, with profound gratitude for your enduring belief in me.

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TABLE OF CONTENT

Title Page -----	i
Declaration -----	ii
Certification -----	iii
Dedication -----	iv
Acknowledgement -----	v
Table Of Content -----	vi
Abstract -----	x
CHAPTER ONE -----	1
Introduction -----	1
1.1 Background of the Study -----	1
1.2 Statement of the Problem -----	2
1.3 Purpose of the Study -----	3
1.4 Research Questions -----	4
1.5 Significance of the Study -----	4
1.6 Scope of the Study -----	5

1.7 Limitation of the Study	5
1.8 Definition of terms	5
CHAPTER TWO	6
Review of Literature	6
2.0 Introduction	6
2.1 Meaning of Team	6
2.2 Teamwork	6
2.2. 1 Types of Teams Within an Organization	7
2.3 Reasons for the Adoption of Teamwork	9
2.3.1 Introducing Team Work	11
2.4 Conditions for Successful Teamwork	15
2.5 Leadership Styles	19
2.6 Team Motivation	20
2.6.1 Maslow’s Hierarchy Of Needs Theory	21
2.7 Team Development (Building)	23
2.8 Problems Encountered In Teamwork	25
2.9 Impacts of Teamwork on Productivity	27

2.10 Conditions that Hinder Growth in an Organization -----	28
2.10.1 Absence of Paradigm Shift -----	28
2.10.2 Lack of Planning Ahead -----	28
2.10.3 Unhealthy Cash Flow and Financial Management -----	28
2.10.4 Inability to Solve Problem -----	29
2.10.5 The Wrong Systems -----	29
2.10.6 Negative Skills And Attitudes -----	30
2.10.7 Lack of Welcoming Changes -----	30
2.11 Conclusion -----	Error! Bookmark not defined.
CHAPTER THREE -----	31
Research Methodology -----	31
3.0 Introduction -----	31
3.1 Area of The Study -----	31
3.2 Population of The Study -----	32
3.3 Sample of the Study -----	32
3.4 Instrument for Data Collection -----	32
3.5 Reliability and Validity Of Instrument -----	33

3.6 Method of Data Analysis -----	33
CHAPTER FOUR -----	Error! Bookmark not defined.
Data Presentation and Analysis -----	Error! Bookmark not defined.
CHAPTER FIVE -----	40
Summary, Conclusion and Recommendations -----	40
5.1 Summary -----	40
5.2 Conclusion -----	40
5.3 Recommendations -----	41
REFERENCES -----	42
APPENDIX -----	45

ABSTRACT

This study reviews the effect of teamwork on organizational productivity. There have been so much emphasis on pride and personal achievement at work place; where by the concept of teamwork seems to be overlooked by managers and employees, due to this, management sees less essence of teamwork as a major tool of performance which has lead them to poor performance and productivity in the industry market. Therefore the study seeks to identify the effect of teamwork on organizational performance. The objective of this study was to identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the effect of teamwork on organization performance. This research study analyzes the effect of teamwork on organizational performance on the employees of Guinness Nigeria PLC Benin City. Several measures of team performance were analyzed including team trust, recognition and rewards. Random sampling technique was used to select the employees/respondents who are regular appointees in the organization. A self-structured questionnaire was used in the data collection. Frequency distribution table and the mean (% mean) score method was used to analyze the data collected for this study i.e. when the cut-off point is 2.5 it was considered as agreed. And when it is more than that, it was considered disagreed. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance. But in spite of the Effect of teamwork on organizational productivity, teamwork is constraint by issue of conflate arising from misunderstanding among team member, poor or

ineffective communication, inability of team work to harmonize their pace of work and lack of cooperation among some team members arising from their nonchalant attitude.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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, etc. Examples are management team, production team or an entire organization can be referred as a team.

Cook (1998) claimed that there is a growing consensus among scholars in the world that organizations may be getting works done through individuals, but his super achievement lies in the attainment of set goals through teams (teamwork). It is a well-known fact that teamwork is not only the foundation of all successful managements, but the means of improving overall results in organizational productivity.

Wage (1997) described Teamwork as an idea of working together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (productivity). Ruth (2007) claimed that employees teamwork is seen as constituting a larger group of people than what job position describes, the essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. Alan (2003) 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. Employees take baby steps toward accomplishing key action items and nothing important is finished. Team work is the ability to work together towards a common vision. It is a fuel that allows common people to attain uncommon results. Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Getting together with

others also can allow individuals to better understand the importance of teamwork and how the organizations operate as well as promote the culture of teamwork success.

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 various talents possessed by different employees. The organizations however, coordinate the employees into different teams, such as management team, production team, etc. This is purposely to tap from the abilities of respective human resources employed by an organization.

Organization according Caroline (2018) is a social entity that is goal directed, deliberately structured activity systems with a preamble boundary.

Alan (2008) claimed that productivity is the rate at which an employer, company or country produces goods, and the amount, produced, compared with how much time, work and money is needed to produce them.

This therefore, shows that, this study will concentrate specifically on the use of the term 'teamwork' which involves reshaping the way work is carried out. This includes organizing employees into teams based on a distinct product, each team performing a particular task. These teams are given a high degree of responsibility and are expected to work with flexibility.

1.2 Statement of the Problem

Every organization, either large or small, struggles to acquire productivity so as to achieve success and maintain a valuable image in this present world of organizational competitions. And it is the wish of organizations to see 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 achieving a very low productivity and with no improvement in their products. Could this occur as a result of absence of teamwork in such organizations. And if it is, then, there are other organizations that have teams and yet achieve little or no productivity at all. It may be as a result of the following problems:

Lack of Teamwork in the Organization: That is the failure of an organization to coordinate works into work groups in order to tap from the respective human resources the organization possesses.

Poor Leadership Styles in the Organization: It may be as a result of the leadership style of the organization possibly not favorable to teamwork.

Poor Leadership of the Work Teams: Different work teams may exist, but lacking the persons with the team leading acumen to lead them.

Lack of Motivation of the Workforce: The way in which organizations reward their workforce may also lead to low organizational productivity even when their staff work in teams.

Prevailing Conditions that hinder growth in an Organization: The conditions permanently occurring in an organization (lack of picking-up of innovative ideas) like the absence of designing motivational programs, educational growth, bonuses, job rotation and the use of old technologies, etc, may be the cause of low organizational productivity.

1.3 Objective of the Study

The main purpose of this study is to investigate the impacts of teamwork on organizational productivity. The specific objectives of this study are as listed below:

To find out the impact of teamwork on organizational productivity.

To investigate the ways leadership styles used by the organizations affect organizational productivity.

To find out the impact of poor leadership on work teams leadership.

To investigate the benefits of motivation to the workforce.

1.4 Research Questions

For the purpose of this research, the following research questions were formulated to guide this study:

- In what ways does teamwork effect on organizational productivity?
- In what ways does leadership style of an organization affect teamwork?
- In what ways does team's poor leadership style affect their output?
- What are the benefits of motivation on organizational productivity?

1.5 Significance of the Study

It is very much important to maintain the healthy advantages of productivity as a result of its importance to organizations. And teamwork is the best tool which can be used in helping us to achieve it (organizational productivity). Looking at the important role that teamwork can play, to enable organizations achieve this, this study will be very significant to organizations, employers and employees, students, managers and future researchers.

Organizations: Organizations can take the provided information in this study to use it for saving them from their competitive advantage and improving their productivity and the important role teamwork can play in helping organizations to achieve productivity.

Employers and Employees: They can use it to develop and establish firm ideas that will bring about further development in the way and manner employers and employees can achieve the needed goals and objectives.

Managers: Practicing managers can make adjustments in their roles and leadership towards the attainment of the organizational productivity by introducing teamwork in organizations.

Students: This will serve as a guide and reference material to students who intend to carry out a research, read or write more on this topic.

Future Researchers: Those who will make or carry out research in future will find it useful in meeting their goals.

1.6 Scope of the Study

This study will cover all organizations with staff numbering from 30 upwards. Through the above, the study will look at lack of teamwork in an organization, leadership style in an organization, poor leadership of the teams, lack of motivation of the workforce, and prevailing conditions in organizations.

1.7 Limitation of the Study

Limitation is the constraint the researcher face in the course of this study. The limitation encountered was on data used for the study. On the other hand, other limitation factor includes unavailability of enough material For This Work And Need To Visit Libraries Of Good Standing.

1.8 Definition of Terms

Team: A number of people organized to work cooperatively as a group.

Teamwork: A cooperative effort by a group or team.

Productivity: The ability to be productive by either organizations or individuals.

Leadership: The ability to guide, direct or influence people.

Motivation: The cognitive or social or social forces that activate and direct behavior.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 INTRODUCTION

This chapter attempts to look into the views of various authors on the impacts of teamwork on an organization's productivity. In the course of doing the discussion, it will therefore discuss the following:

2.1 Meaning of Team

Sally (2000) defines teams as a group of people who play a particular game or sport against another group. This should be either a football cricket or a rugby team. In a general term, teams are a groups of people who come together for the purpose of achieving a common goal. The family is a team; group of friends is also a team, athletic teams, etc. But in the organizational context teams are a typically on going work unit within an organization.

Jackson (2010) defines teams (in the organizational context) as a group, normally within the same department, that is designed to work together to identify and solve group related work problems.

Osisoma (2009) teamwork is a concept of the people in working together cooperatively as in a sport's team. Industries have seen increasing productivity through training and cross training to help people to work together more effectively and to accomplish organizational aims and objectives.

2.2 TEAMWORK

Any work performed by two or more people whether in an organization or outside organization, is a team work.

Jackson (2010) defines teamwork as the coordination of work groups to achieve one or more common goals /objectives. The encyclopedia defines teamwork as the concept of people working together as a team.

2.2. 1 Types of Teams within an Organization

Although the desire to achieve high commitment and coordination is common among organizations using team work, the nature of specific teams varies considerably. Two major dimensions along which make teams differ are differentiation of team roles and integration into the organization.

Differentiation is the extent to which teams members are specialized relative to other hand is the degree to which the team must coordinate with managers, non-management employees, suppliers and customers outside the team.

Wright and Noe (1995) state that the four possible combinations high or low differentiation plus low or high integration area associated with each of four applications of teamwork which are also the types of team they listed and discussed the types of team as follows:

Advice and involvement team

An advice and involvement team is a team formed to generate input from a broad base of employees. Organizations may assign all employees or representatives of each department or workgroup advice and involvement teams. Team members meet only long enough to generate ideas or develop proposals. Because their task is limited, the groups need little integration with the rest of the organization.

Product and Service Team

These are teams charged with the activities related to producing and selling goods and services.

Team work for this group may be full-time over an extended period. Examples of such teams include crews, and data processing groups. Product and service team, like advice and involvement teams, draw their membership from a broad base and often are formed as a way to empower first-time employees. Although they are low in differentiation, these are highly integrated. In other words, they must coordinate their work extensively with suppliers, customers and other groups in the organization.

Project and Development Team

A project and development team is charged with planning, investigating, analyzing and reporting, often with the objective of creating outputs that are complex and unique. Such groups include research groups, project development teams and a variety of taskforces. Project and development teams are highly differentiated because they require employees with expertise in particular areas. They tend not to be highly integrated because team members generally face internal deadlines and co-ordinations is primarily among group members. However, the team may have to communicate extensively with non-members.

Action and Negotiation Team

The members of action and negotiation teams are experts with specialized skills. Examples of such teams include players on a basketball team, Members of orchestra and personnel on a regional team. Owing to their expertise, the team is highly differentiated; it is also highly integrated with the organization. Such teams closely coordinate their efforts with the work of supporting personnel or with other action and negotiation team for example. Even when the negotiation team in a labor dispute have different objectives, each team's success rest partly on the actions of others. Resolving the dispute not only required effective planning by each team independently but depends on the team's meeting and communicating with one another.

Cross Functional Team

A cross functional team is a team with members from several functions that are responsible for a project that crosses functional lines. Communicating and solving problems across functional lines can help organizations move faster by eliminating the time devoted to reviewing and requesting changes in other departments decisions as each function identifies how it will be affected by another's action.

Self-Directed Work Teams

These are teams that have ongoing responsibility for an entire work process or segment and are charged with improving operations, solving problems, planning and controlling their work. Thus, they are a type of product and service team that handles many responsibilities traditionally, considered part of management. These teams are also called self-managed teams.

2.3 Reasons for the Adoption of Teamwork

Different organizations may have different reasons for the adoption (use) of team work in their organizations.

Laing (2004) states that organizations institute team work because they expect higher quality, productivity and profit, greater flexibility, for greater responsiveness to change and better ability to attract and retain good employees. They further discussed the following reasons:

Higher quality, productivity and profit

Many organizations have credited teamwork with improvement in quality product and profitability. To establish and maintain a competitive edge in the quality of their goods and services, organizations should continually make improvements. These incremental improvements to products and process will most likely be made when

employees of all levels are directly involved in the quality effort, as in the case of teamwork.

Team improve productivity in the same way they improve quality. That is they give employees a means of by which they can make continuous improvements should improve employees efficiency as well as the quality of their outputs. When quality and productivity rise, so do profits. Team work also boosts profitability by reducing cost. At organizations that seek to cut costs by eliminating layers of management, decision-making is transferred to employees further down the hierarchy. Teams are a structure within which such decisions can take place successfully.

Greater Flexibility

Successful organizations excel by meeting the specialized needs of their customers. They tailor the products and delivery schedules to each customer's requirements. As a result, organizations today must be flexible.

Teams can improve flexibility because team member's broad skills and job descriptions enable them to adopt processes quickly. Switching to a different order or addressing new customers needs is routinely for such team. Team members have the skills, information and authority to direct their expertise and commitment towards satisfying these needs.

Greater responsiveness to change

Not only must the organization be responsive to variations in customers demand, but it must also be able to respond to broader environmental changes. A change affecting one area of the organization quickly has a major impact on other areas. For the organization to respond fast, the employees who implement strategies must be involved in decisions about these strategies. A logical way to create the necessary involvement of these employees is to use teams.

2.3.1 Introducing Team Work

The introduction of teamwork is a major change that will affect the whole organization. Before embarking on such a change, senior manager must be satisfied that they know how it will contribute to their overall strategy. Organizations introduce teamwork as part of a strategy to give them competitive advantage through reducing cost, improving quality, or encouraging product or process innovation often linked to the introduction of new technology.

Nauman, Holti and Standing (2000) state that senior manage will need to demonstrate a firm commitment to teamwork throughout its introduction. That this commitment is especially important , If problems arise and middle managers and or employees start to question the change and loose innovation. Also that, until a strong commitment by senior management exist, a move to teamwork should not commence , because to start a teamwork working initiative and then abandoned it or allow it run out of steam, is likely to be seriously damaging. They also state that before the introduction of teamwork can work in an organization, certain factors must be put in place, such as changing the culture of the organization, planning, for the change to teamwork, communication and consultation, involving trade unions, training and developing employees. They (Neuman, Holti and Standing) discussed these factors as follows:

Changing the Culture:

An organization considering the introduction of teamwork must acknowledge that it will involve a long-term transformation. This will comprise not only concrete changes such as selecting teams or altering the layout of the work area but also changing less tangible factors like the attitude of the supervisors, managers or the culture of the organization.

Teamwork requires a participation style of management where employees have significant degree of control over their work. The more authoritarian and existing style, the longer the change of culture will take. Employees and managers will be suspicious of and prepared for an overnight change from authoritarianism to full participation. For the change to teamwork to be effective, the practice and beliefs of management must actively support the new environment. The managers role should move from controller to initiator counselor and facilitator. Particular managerial task should aim to provide the right support and environment for effective teamwork and corporation. These task as listed by Neuman, Halti and Standing (2000) are as follows:

Providing a vision and communicating it.

Encouraging the free flow of ideas.

Training and developing employees to take increased responsibility

Overseeing teams and ensuring they meet objectives

The need to initiate and manage change will place increasing emphasis on leadership skills and a style of management where authority comes from competence rather than status. A clear signal of the desire to change from an authoritarian to participative culture can be made through harmonizing terms and conditions of work. Harmonization of differences in matters such as pay and grading system, payment periods and sick leave as common canteen facilities and parking areas can help break down traditional barriers between various levels of the management hierarchy.

Planning for Change

The pace of change must be considered whether an organization goes for a dramatic overnight organizational change or a gradual introduction of teamwork, will depend on factors such as the existing culture and the business circumstances

Development of teamwork cannot be viewed as a finite project with a beginning and an end. It is important to have an overall vision but in working towards the vision, it will be necessary to adopt a number of interrelationships constantly planned.

When dealing with major change, it is possible to devote equal energy and resources to everything at once. Managers may use a mixture of formal and informal methods to decide objectives and priorities, ranging from meeting and working parties to chart and interact. Those who have a stake in the proposed changes may try to influence events so that their initiatives can gain approval and resources. An open participative organization where issues are fully discussed can help to ensure that all points of views are heard before decisions are taken. A steering group to oversee the process can help to order priorities. Organizations may go further than attempting to formulate a more structured way of planning.

Communications and Consultations

Good communication and consultation play a crucial part in the introduction and maintenance of teamwork.

Existing communications and consultation policies and procedures should be examined and changed where necessary, so that they support the introduction and maintenance of teamwork.

Where teamwork is a new initiative, the first step will be to communicate and consult about its introduction and how it fits into the overall business strategy. Senior managers ought to explain the reasons for the change. It is particularly important to establish a reliable process or two way communication between management and teams. A broad understanding of the business aims is essential if the optimum benefits of teamwork are to be realized. Arrangements for communications within teams will be made to facilitate such things as allocating tasks, deciding priorities, and maintaining good

relations among team members. Team leaders have a responsibility for communications and will need training to ensure the effective flow of information to and from management and other teams and within the team itself. A variety of methods of communications may use including:

Meetings (large and small)

Team briefing

Consultative committees

Joint working parties

Computer networks (internet)

News letters

Company journals

Letters to employees

Notice boards

Surveys to monitor effectiveness of communication

Involving Trade Unions

Many advantages of teamwork may be seen by employees and their trade unions as potential threats the way management and union bargaining as conducted may be challenged by teamwork. Therefore, a commitment to a participation approval where unions and management recognizes each other as partners offers the best chance for the success for teamwork when introduced. Many systems and practices will need to examine to ensure unions support the move to teamwork and this is often best done jointly by management and employee representatives (trade unions).

Training and Developing Employees

Moving to multi-skilled teams will alter the range and style of work. Employees who previously operated single machines may be expected to perform a range of tasks

including some previously associated with clerical workers or supervisors, the first step is make an assessment of the training needs of the team members or employees who will make up the team. The typical training needs identified includes:

- Additional training for skills acquisition to enable team members operate with flexibility. In manufacturing, this may include being able to operate a range of machines but may also incorporate skills such as the operation of computers and record keeping.
- Interpersonal and team building skills to help team members communicate with each other, deal constructively with conflict and criticism, and recognize the value and achievement of others.
- Problem solving skills and techniques such as the use of control charts, brain storming and diagrams.
- Leadership training for one or more team members.

It is important that training is seen as one old exercise. Employees need training to prepare them for teamwork followed by training as teams develop.

2.4 Conditions for Successful Teamwork

In deciding whether teamwork will succeed, managers must consider whether the right conditions exist for teamwork to be successful.

Hoogland and Jochensen (2000) states that teamwork is likely to succeed when work processes are compatible with it; employees are willing and able to make it work (employee attitude); the market (market position) has the potential to support improved productivity without layoffs; the organizations policies and procedures support teamwork; and if community (community support) is closely linked to the organizations workforce that it understands teamwork and views it favorably. In addition, that certain characteristics of the

team themselves are associated with greater effectiveness. They discussed these conditions as follows:

Work Process:

For the teams to meet their potential, the work processes for which they are responsible must be compatible with the team's structure. As such, a self-managed production team as well suited for a work process involving a group of six to eighteen employees who share the same technology (tools or ideas), location, and work hours. Such teams can be especially beneficial when a groups skills are relatively easy to learn (so that employees can readily learn one another's jobs) and demand for particular activities shift from day to day (requiring flexibility).

Employees attitudes and abilities

Employees must be willing and able to make teamwork succeed. When a team is successful, its members generally consider their identity as members of the team and important dimensions of who they are. Beside this positive attitude towards being a team member, teamwork requires a willingness to share information so that employees can learn one another's job. Negative attitudes may also contribute to turnover, which is problematic with a high independent work process such as one using teamwork, Losing a team member while the team is still learning to coordinate its effort can set back the whole team's progress.

The ability to participate successfully in a team often includes learning the technical skills of more than one job. Team members also must communicate effectively, participate in group decision-making, and resolve conflict constructively. Employees need the cognitive and physical abilities to perform at least 80 percent of every task handled by the team.

Management Style

Managers must empower team members according to their abilities rather than dictate employee's behavior. The norm in most organizations however is still for managers to make decisions for employees to follow orders. Therefore, organization will find it difficult to hire or develop managers who are willing to share authority and information.

To empower teams, managers must be firm and consistent in communicating the new roles of the team supervisors. In organizations committed to employee's empowerment and the use of teamwork, the manager's job concentrates on activities related to leadership; loading the team and providing the resources needed by the team.

The manager in coaching the team members must build self confidence in the teams and clarifies what the team is striving for, determining what abilities team members already have and how much responsibility they are ready to take on. The manager's role in coaching team members will include:

- Making sure the teams efforts and achievements support the organizations objectives.

- Ensuring that the teams' activities are in harmony with the organization.

In providing the resources needed by the team, the manager must ensure that teams have the resources they need if teamwork is to be successful. Assembling a group, calling it a team, handing it a challenging goal, and then failing to support the group with adequate resources not only set up the group failure, it breeds distrust and doubt about the value of teamwork. The effective manager in a teamwork environment provides tangible resources along with training, team building and other intangibles.

Market Positions

If teams achieve their potentials, employees productivity improves. With the same workforce, the organization can produce more goods and services. In other words, and increase in productivity positions the company for growth. The organization, therefore, must consider whether the market for the organization's product can support growth resulting from the increased productivity. If the company produces more, will it sell more? If not, the organization may have to cut its workforce-potentially generating hostility towards the whole team approach, which could wipe out any of the initial productivity gains. The organization must therefore, ensure that the market portion has the potential to support improved productivity without layoffs if teamwork is to succeed.

Organizational policy and Culture.

Teams are most likely to succeed if they fit the organization's policy and culture. An organization supportive of teamwork has policies and procedures that foster cooperation and trust departments and levels of the organizations hierarchy. Team work may fail, however, if the culture is based on an assumption that employees must be compelled to work, and if efficiency is valued at the expense of job satisfaction. Employees will likely doubt that other organization is serious about empowerment, and managers may be afraid to delegate authority to teams. Managers can choose from among many ways to decide policies consistent with teamwork and foster a supportive culture.

Community Support

The organization should consider the community in which It operates. Because employees self direction is still relatively novel, using the form of teamwork occasionally draws attention to the organizations practices.

Important members of the community include employees families. Some family members are likely to view major changes as hostile to employee's best interest, possibly leading them to damage employees morale or convince them to leave the organization. But if the community is closely linked to the organization's workface, it can help ensure the success of teamwork.

2.5 Leadership Styles

A leader is a person who gets things done through others. He/she uses skills, technical know-how, perception, initiative creativity, knowledge, intelligence, judgment etc. to persuade others to work for a common objective and goal.

Nwachukwu (1992) defines leadership as the process by which an executive imaginatively directs guides and influences the work of others in choosing and attaining specific goals by mediating between the individual and the organization in such as manner that both will obtain maximum satisfaction.

Hersely, Tyson and York (2000) further define leadership as the process of influencing the activities of an individual or a group towards the achievement of a goal in a given situation.

Mohammed (1997) in his contribution to leadership states that harmony must exist between the objectives of employees and those of the organization. He further asserts that goals will obviously not be identical but if individual motives can be directed to achieve group goals, then it is best for the organization.

Higgins (1991) maintains that leadership is the process of making choices about how to treat people in order to influence them and then translating those choices into action. That is the ability to influence the direction and strength of other people's motivation is the most

important quality of leadership. One may influence others in many ways, but all forms of influence are based on some type of power - the ability to control others by successfully influencing the strength and direction of their motivation.

Neuman, Hilti and Standing (2000) describes a team leadership style as:

- That with a supervisor from outside the team
- One with a working team member with the main responsibility for direct liaison with management
- One that operates without a designated leader inside or outside the team.
- Significance of leadership to teamwork.

Wright and Noe (1995) claim that a key role in determining the success of a team is the role of the team's leader. A team's leader has the role of inspiring and empowering team members to commit themselves to achieving a shared vision. This generally involves a combination of task related and people related behaviors. Whether the leader's role results from his or her charisma, position in the organization or team members belief that leaders embodies their ideals, effective leadership can shape a team into a perfect force for accomplishing what individual members could not accomplish alone.

2.6 Team Motivation

Higgins (1991) defines motivation as the internal drive to satisfy an unsatisfied need. While motivation internal to the individual, its strength and direction may be influenced by forces outside the individual one of the manager's most important jobs is to influence the motivation of others in the direction of achieving organizational objectives in an effective and efficient manner.

Wright and Noe (1995) further claimed that motivate as the combination of forces that leads people to behave the way they do. It has energizing, directing and maintenance components. More especially it is the force that influences enthusiasm, direct employees energy towards attainment of an outcome, and maintains behavior even when that behavior does not lead to an immediate extrinsic reward.

Nmedu (1998) add that human performance can basically be defined as being determined by the level and interaction between motivation and ability. That motivation is the willingness to do something conditioned by this action's ability to satisfy some need for the individual. Therefore, if organizations are to get the best of teamwork they must find a way of motivating their employees.

So many scholars have written different theories of motivation to be used in motivating employees (workers). But for this study, the hierarchy of needs by Abraham Maslow will be considered for the teams motivation as well as the motivation of the individual members of the teams.

2.6.1 Maslow's hierarchy of Needs Theory.

Neibert (1994) states that Maslow based his theory of motivation on two premises:

1. That man is a wanting being whose needs depends on what he already has. That only needs not yet satisfied influences behavior (motivates) but satisfied needs do not influence behavior.
2. The man's needs are dependent upon one another and that they are generally in order of importance, in which the satisfaction of one need leads to the desire for another need to be satisfied, usually a higher one.

These needs are arranged thus:

Maslow's theory hierarchy suggest as a lower level need in the hierarchy is satisfied it is no longer the individuals primary motivator. The individual then becomes most motivated by the next need in the hierarchy. Thus, as psychological needs are satisfied, security needs becomes most important, as those needs (security needs) are satisfied, social needs becomes the most important and it continues like that until it gets to the highest need which is self-actualization, where it becomes the most important motivator when all other needs on the hierarchy have been satisfied.

How well this hierarchy of needs motivates, lies in the ability of the manager, team leader and other users of the theory for motivation, to identify the dominant needs in the individual members of the team as a whole. The manager in order to influence the motivation process must know or have a good estimate of what each individuals or teams needs are and then for the benefit of the individual, team and the organization itself. The performance of the team will depend on how well they are motivated in the direction of achieving the organizations objectives in an effective and efficient way.

2.7 Team Development (Building)

For teams to develop over the long term, organizations need to provide for their development. Team development (also called team building) as defined by Wright and Noe (1995) refers to the evaluation of the team's performance and culture to end destructive behaviors and strengthen constructive behaviors. They state team development involves three (3) functions which include:

1. **Diagnosis:** In the context of team building diagnosis refers to identifying functional (constructive) and dysfunctional (destructive) aspects of interactions among group members. This requires looking for and describing such unspoken areas of group dynamics as team members roles and norms. Diagnosis should lead the team to recognize its problem areas.

A common way to handle diagnosis is to ask team members to fill questionnaires which may ask how clear the groups goals are, how much consensus there is about those goals, and what obstacles keep the team members from being as productive as possible. The person facilitating this team building exercise tabulates them to team members as a basis for diagnosis. A formal process of diagnosis can help members learn to explain how they perceive the behavior of others on the team, in turn, this skill can build trust and openness on the team. Constructive communication also requires a supportive climate where team members believe they can all come out ahead if they cooperate and disclose their ideas freely. Creating such a climate is the impetus for devising team-building exercise in which team members tackle challenges that often are risky and requires a high degree of cooperation. These exercises can be highly motivating if team building effort continues by focusing on ways to carry the teams enthusiasm and cooperation over its everyday work.

2. **Change:** After the process of diagnosis has helped the teams identifying problem, the team is ready to begin solving those problems. The solutions involve some changes in the way team operates. The success of the change process depends on how well problems were identified during diagnosis and how willing team members are to change.

Development: When a team faces problems that require team building activities, this needs suggest that the team is unable to identify and correct problems through its usual patterns of interaction. Such a team requires further development to prevent and handle problems more routinely. Therefore, team building should not only correct existing problems, but also build a means of identifying future problems.

a formal means of development is role therapy a training technique in which a consultant participates in team activities temporarily to stimulate improvements in group processes.

Stages of Team Development

When a new team is formed, it passes through a series of stages of development. Hainan and Jackson as quoted in Higgins (1991) states that there are four stages to team development and they are; forming, storming, initial integration and total integration.

Forming: In the forming stage, a team becomes acquainted. Members learn about each other and about the objectives and tasks they are to accomplish. Members examine these issues in view of their own needs and the personal need satisfaction that may result from being in the team. During this stage, members learn to accept one another.

Storming: This stage is characterized by a period of high emotions, cliques, and coalitions or subgroups may occur and these are often accompanied by tension. Members learn further about their expected objectives and roles about how their needs may be

satisfied. Conflict may occur as each member seeks to have his or her own agenda adopted by the team. Some decisions may also occur here, but more often at deals with dynamics as opposed.

Initial Integration: In this stage team begins to function cooperatively. This stage is sometimes referred to as the “Norming” stage because members are establishing the rules of acceptable conduct, or norms for the group. Most need become less important than the good of the group, and most hostility cases. Decision making occurs relatively to the task, but maintenance of the team may be accomplished. As sense of closeness and team purpose emerges at this stage.

Total Integration: At last, the team becomes fully functioning. Productive decisions are arrived at. Members are well organized and concerned about the team and its results, and are able to deal with task accomplishment and conflict in rational and creative ways. The primary concerns of the team at this stage are continuing to achieve results and adapting overtime to changing conditions.

2.8 Problems Encountered in Teamwork

There are certain problems that employees encounter when working in teams. Wright and Noe (1995) state that the following as some of the problems encountered in teamwork; break down in role development, group think, social loafing, production blocking and technological factors.

Breakdown in Role Development: Team members encounter breakdown in their role development as a result of role ambiguity, role conflict and role overload. Where the roles of the teams or team members are not properly defined, unclear, incomplete or not complicity communicated, it becomes a problem to teamwork.

Group Think: This is a problem encountered in teamwork, which affects the team's decision making. There is always the problem of consensus and agreement in teamwork, which lead to the unwillingness to evaluate team members ideas critically, causing a barrier to effective decision making in teams.

Social loafing: Another serious problem encountered in teamwork is social loafing, a situation where some team members do or perform less than their own share of the work, on the assumption that the team's result will not indicate the individual's failure to contribute. This affects teamwork as it decreased the morale of those who try to take up slack. It also makes it hard to accountability structure and non performance sanctions.

Production Blocking: The problem of limiting another person's output by getting in his or her way is a common problem in teams and its known as production blocking, which occurs as a result of every team member trying to show his worth or what he is capable of. Also some team members dominant to every affair of the team, in meetings, decision makings, getting things done, etc. When this happens it sometimes leave the work undone because one member feels it will be done by another, at the end of the day, the work is undone.

Technology Factors: This problem occurs particularly in the early stages of the team formation. Where team members do not know or are not familiar with the technologies of that particular team, it becomes a problem in getting the real work done.

Solutions to the Problem

1. In order to overcome or manage the problem of breakdown in role development, roles for individual team members and the team as a whole should be clearly defined, stated and communicated to avoid role ambiguity, role conflict and role overload.
2. By creating procedures and values that encourage a diversity of viewpoints, team leaders can avoid the like hood of group think.

3. Social Loafing: This can be controlled to some extent by fostering norms and instituting controls that discourage it and by providing reward for productive behavior.
4. Production blocking can be avoided when every team member is giving the chance to contribute to the team work as the name implies without any one member standing in his or her way.
5. Technology Factor is so important that it will help in setting work done if the team could take time to iron out glitches, play with and learn the teams technology before the project starts.

2.9 Impacts of Teamwork on Productivity

Teamwork is having far-reaching impact on today's workplace. Newman, Halting and Standing (2000) maintains that companies which have recognize their work force into teams in this way claims substantial improvements in morale, job satisfaction, productivity and quality.

Teamwork meets organizational objectives better than individualized efforts, and its has been credited with improvements in quality, productivity and profitability, organizing employees into teams gives the employees a means by which they can make continues improvement in work processes. It makes employees to also improve organizations flexibility because team member's broad skills and job descriptions enable them to adopt processes quickly in response to a changing environment as well as customers' needs. Because teamwork can meet individuals needs. As well as it helps the organizations attracts and retain desirable employees.

Newman, Holti and Standing (2000) state that the impacts of teamwork on the organizations productivity as follows: increased competitiveness, improved productivity, improved quality

and encourage innovations takes advantages of the opportunities provided by technological advances and improved employee motivation and commitment .

2.10 Conditions That Hinder Growth in An Organization

Growing organizations face a range of challenges. As a business grows, different problems and opportunities demand different solutions - what worked a year ago might now be not the best approach. Miller (2009) maintained that recognizing and overcoming the common pitfalls associated with growth is essential if your business is to continue to grow and thrive. Organizations face prevention from growing as a result of the following:

2.10.1 Absence of paradigm shift

Market research isn't something you do as a one-off when you launch your business. Business conditions change continually, so if market research is not continuous as well, then your organization will run the risk of making business decisions based on out-of-date information, which can lead to business failure or stagnation.

2.10.2 Lack of Planning Ahead

As your business grows, your strategy needs to evolve to suit your changed circumstances. For example, your focus is likely to change from winning new customers to building profitable relationships and maximising growth with existing customers. Existing business relationships often have greater potential for profit and can also provide reliable cash flow. Newer relationships may increase turnover, but the profit margins may be lower, which may not be sustainable.

2.10.3 Unhealthy Cash Flow and Financial Management

Good cash flow control is important for any business. For a growing business, it's crucial - cash constraints can be the biggest factor limiting growth and overtrading can be fatal.

Making the best use of your finances should be a key element in business planning and assessing new opportunities. With limited resources, you may need to pass up promising opportunities if pursuing them would mean starving your core business of essential funding.

2.10.4 Inability to Solve Problem

New businesses often run in perpetual crisis mode. Every day brings new challenges that urgently need resolving and management spends most of their time troubleshooting.

As your business grows, this approach simply doesn't work. While a short-term crisis is always urgent, it may not matter nearly as much as other things you could be doing. Spending your time soothing an irritated customer might help protect that one relationship - but focusing instead on recruiting the right salesperson could lay the foundations of substantial new sales for years to come. As your business grows, you also need to be alert to new problems and priorities.

2.10.5 The Wrong Systems

All businesses produce and rely on large volumes of information - financial records, interactions with customers and other business contacts, employee details, regulatory requirements and so on. It's too much to keep track of - let alone use effectively - without the right systems.

Responsibilities and tasks can be delegated as your business grows, but without solid management information systems you cannot manage effectively. The larger your business grows, the harder it is to ensure that information is shared and different functions work

together effectively. Putting the right infrastructure in place is an essential part of helping your business to grow.

2.10.6 Negative Skills and Attitudes

Entrepreneurs are the driving force behind creating and growing new businesses. All too often, they are also the people holding them back.

The abilities that can help you launch a business are not the same as those you need to help it grow. It's vital not to fool yourself into valuing your own abilities too highly. The chances are that you'll need training to learn the skills and attitudes required by someone who is leading growth.

To grow your business, you need to learn to delegate properly, trusting your management team and giving up day-to-day control of every detail. It's all too easy to stifle creativity and motivation with excessive interference. As the business becomes more complex, you also need to develop your time management skills and learn to focus on what's really important.

2.10.7 Lack of Welcoming Changes

Complacency can be a major threat to a growing business. Assuming that you will continue to be successful simply because you have been in the past is very unwise. Regularly revisiting and updating your business plan can help remind you of the changing market conditions and the need to respond to them. But in the absence of that, organizations fail to grow.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter seeks to explain the vital process employed by the researcher to derive useful data and information relating to the topic “*The Impact of Teamwork on Organizational Productivity*”. This will include the following: Area of the Study, Research Design, Population of the Study, Sample Size and Techniques, Method of Data Collection, Validation of Instruments, Administration of Instruments, Data Analysis Techniques

3.1 Area of the Study

The study was conducted in Benin City. Benin City is the capital of Edo state. The major urban centres in Benin City include State Capital (Oredo LGA), Igarra (Akoko- Edo LGA), Agenebode (Etsako East LGA), Sakponba (Orhionmwon LGA) and Ehor (Uhunmwonde LGA).

Local government areas (LGA) in Benin city are: Oredo (Benin City Metropolitan), Egor., Ikpoba-Okha that housed the Guinness PLC, Orhionmwon, Ovia North East, ,Ovia South West and Uhunmwonde.

In 1974, Guinness Nigeria PLC built a second brewery in Benin, where it produced Harp lager beer. The first brewery was built in Ikeja, Lagos. The Benin Guinness facility was later expanded to accommodate a second stout brewery, commissioned in 1978. Benin City can also boast of an international airport Benin. Benin Airport is an airport serving Benin City, the capital of Edo State in Nigeria

3.2 Population of the Study

The target population for this study consists of female and male members of the Guinness Nigeria PLC, Benin. The total population for the study will be 90. The number of population adopted for this study comprises of regular members of staff. The rationale behind restricting the population to the selected members is to enhance effective participation of sections in the organization.

3.3 Sample of the Study

Sample or sampling is the fractional unit of the population selected for the study or observation which conclusions are drawn. It serves as the true representative of the population as regard to conclusion drawn about it. Therefore, from the above population, the researcher adopted a random sampling technique, thereby choosing 50 employees for the study.

3.4 Instrument for Data Collection

In this study, questionnaire was used as the main research instrument to gather necessary data from the respondents. The questionnaire was structured in such a way that the respondents was able to provide answers to the research questions.

This instrument was divided into two sections; Section A and B. Section A deal with the personal data of the respondents while Section B contain research statement postulated in line with the research question. Options or alternatives are provided for each respondent to pick or tick one of the options.

3.5 Reliability and Validity of Instrument

To ensure the validity of the questionnaire used, experts were consulted (supervisor) to look at the items on the questionnaire in relation to its ability to achieve the stated objectives of the research, level of coverage and logicity for the intended respondents. A pilot test was carried out using convenience-sampling method. Cronbach’s Alpha co-efficient obtained from the pilot test ranging from 0.73 to 0.85 which indicated that the parameter selected for measuring leadership styles and employee performance are highly reliable.

3.6 Method of Data Analysis

In this research, frequency distribution table and the mean (% mean) score method was used to analyze the data to be collected for this study i.e when the cut-off point is 2.5 it was considered as agreed when it is more than that, was considered disagreed the formula for mean method is as follows:

$$\frac{\sum FX}{\sum F} = M$$

Where:

F= Frequency

N= Number

\sum = Summation

FX= Frequency of variable multiplied by the value of scale.

$\sum x$ = Summation of frequency

X= Mean score.

Therefore: $\frac{\sum FX}{\sum F} = \frac{4+3+2+1}{10} = \frac{10}{10} = 1.0$

$$\sum F \quad 4 \quad 4$$

Cut off point = 2.5

The analysis involved the use of values allocated to the four points

- | | | |
|----------------------|------|---|
| a. strongly agree | (SA) | 4 |
| b. Agree | (A) | 3 |
| c. Disagree | (D) | 2 |
| d. Strongly Disagree | (SD) | 1 |

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSION OF FINDINGS

This chapter deals with data analysis and the discussion of the findings. The results of the analysis are presented according to the order of the research questions that guided the study.

The data analysis for the demographic information was carried out using simple percentage. The results are presented in Tables 1.

Research Question 1: In what ways does teamwork affect organizational productivity?

Table 1: The Ways Teamwork Affects Organizational Productivity

	ITEMS	MEAN	SD	REMARK
1	Teamwork is very useful to an organization.	2.55	1.070	Agree
2	Teamwork has taken over all forms of work today.	2.58	1.016	Agree

3	Organizations today consider assigning single individuals on different tasks as an outdated idea.	2.12	.996	Agree
4	Organizations today cannot do well today without teamwork.	2.55	1.070	Agree
5	It is easier to achieve desired results with teamwork in any organization.	2.75	1.070	Agree
Grand Mean		2.51	1.070	Agree

Critical Mean > 2.50

In table 1 above, the researcher presents the responses by the respondents to questionnaire item 1 to 5 in relation to first research question which sought to find out ways teamwork affects organizational productivity. In response to research question one, table shows that the respondents agree with items 1, 2, 3, 4 and 5 which has a mean ration of 2.55, 2.58, 2.12, 2.55 and 2.75 which is above the criteria mean of 2.50. Also, the grand mean has a mean score of 2.51 which is denoted as agreed. It was indicated from the above result that Teamwork is very useful to an organization, it was revealed that Teamwork has taken over all forms of work today, it was shown that Organizations today consider assigning single individuals on different tasks as an outdated idea Organizations today cannot do well today without teamwork, it is easier to achieve desired results with teamwork in any organization.

Research Question 2: In what ways does leadership styles of organization affects teamwork?

Table 2: Ways Leadership Styles of Organization Affect Teamwork

ITEM	MEAN	SD	REMARK	
6	Good leadership style in an organization is very useful to teamwork.	2.61	.982	Agree
7	Autocratic team leadership enhances the techniques which eliminate errors in teamwork.	2.82	.988	Agree

8	Democratic Leadership styles make an organization to preserve its teams' uniqueness.	2.45	.966	Agree
9	Efficiency is improved in teamwork as a result of good leadership styles.	2.53	1.064	Agree
10	When the leadership style provides proper teamwork jobs become less boredom.	2.95	.966	Agree
	Grand Mean	2.67	0.86	Agree

Critical Mean > 2.50

In table 2 above, the researcher presents the responses by the respondents to questionnaire item 6 to 10 in relation to second research question which sought to find out ways leadership styles of organization affect teamwork. In response to research question two, table 3 shows that the respondents agree with items 6, 7, 8, 9, and 10 which has a mean ratio of 2.82, 2.45, 2.53, 2.95 and 2.72. Also, the grand mean has a mean score of 2.67 which is denoted as agree. From the above result it is seen that, good leadership style in an organization is very useful to teamwork, it was also shown that autocratic team leadership enhances the techniques which eliminate errors in teamwork, it was indicated that democratic leadership styles make an organization to preserve its teams' uniqueness, from the result above it was also shown that efficiency is improved in teamwork as a result of good leadership styles, also it was revealed that When the leadership style provides proper teamwork jobs become less boredom.

Research Question 3: In what way does poor leadership styles affect teams' output?

Table 4: Way Poor Leadership Styles Affect Teams' Output

ITEM	MEAN	SD	REMARK	
11	Poor leadership style affects teamwork and its output.	2.75	.969	Agree

12	Friendly team leader can influence team members towards achieving the set goals of the team.	2.59	1.064	Agree
13	An unfriendly leader is preferred because he makes the team members to work better and achieve high standard of performance.	2.79	1.061	Agree
14	The attitude of the team leader influences the team members towards achieving the set goal of the team members and the organization.	2.83	1.064	Agree
15	An incompetent team leader has the ability to better the performance of the team.	2.56	.969	Agree
	Grand Mean	2.70	1.061	Agree

Critical Mean > 2.50

In table 3 above, the researcher presents the responses by the respondents to questionnaire item 11 to 15 in relation to third research question which sought to find out whether the environmental factors influencing a secondary school's student's academic performance vary by gender. In response to research question three, table 4 shows that the respondents agree with items 14, 15, 16, 17 and 18 which has a mean ration of 2.75, 2.59, 2.79, 2.83 and 2.56. Also, the grand mean has a mean score of 2.70 which is denoted as agreed. From the result above it was revealed that poor leadership style affects teamwork and its output, it was shown that friendly team leader can influence team members towards achieving the set goals of the team, it was seen that an unfriendly leader is preferred because he makes the team members to work better and achieve high standard of performance, it was revealed that The attitude of the team leader influences the team members towards achieving the set goal of the team members and the organization, it was indicated that An incompetent team leader has the ability to better the performance of the team.

Research Question 4: What are the benefit of motivation in an organizational productivity?

Table 5: Benefit of Motivation in An Organizational Productivity

	ITEM	MEAN	SD	REMARK
16	Employees that are deeply motivated put in their best into teamwork and even as individuals.	2.72	.996	Agree
17	Motivation serves as reinforcement to team members	2.52	.996	Agree
18	Team members are determined to improve organization's productivity even when not motivated.	2.66	.969	Agree
19	Inadequate motivational facilities such as job security, recreational facilities etc leads to poor performance.	2.53	1.064	Agree
20	Absence of motivation such as bonus, increase pay of salary and wages, promotion, etc makes many professional and skilled employees leave their places of work.	2.53	1.064	Agree
	Grand Mean	2.59	1.018	Agree

Critical Mean > 2.50

In table 4 above, the researcher presents the responses by the respondents to questionnaire item 16 to 20 in relation to fourth research question which sought to find out the impact of motivation of workforce have on the organizational productivity. In response to research question four, table 5 shows that the respondents agree with items 16 to 20 which has a mean ration of 2.75, 2.52, 2.66, 2.53 and 2.53 which is above the criteria mean of 2.50 which is denoted as agree. From the above result it is indicated that employees that are deeply motivated put in their best into teamwork and even as individuals, it revealed that Motivation serves as reinforcement to team members, it was seen that team members are determined to improve organization's productivity even when not motivated, it was also revealed that inadequate motivational facilities such as job security, recreational facilities etc leads to poor performance, it was seen that absence of motivation such as bonus, increase pay of salary

and wages, promotion, etc makes many professional and skilled employees leave their places of work.

Discussion of Findings

From the data collated and analyzed the following are the findings:

In table 1, it was seen that the respondents agree that teamwork is very useful to an organization, it was revealed that Teamwork has taken over all forms of work today, it was shown that Organizations today consider assigning single individuals on different tasks as an outdated idea Organizations today cannot do well today without teamwork, it is easier to achieve desired results with teamwork in any organization.

In table 2, it was clearly seen that good leadership style in an organization is very useful to teamwork, it was also shown that autocratic team leadership enhances the techniques which eliminate errors in teamwork, it was indicated that democratic leadership styles make an organization to preserve its teams' uniqueness, from the result above it was also shown that efficiency is improved in teamwork as a result of good leadership styles, also it was revealed that When the leadership style provides proper teamwork jobs become less boredom

In table 3, it was seen that poor leadership style affects teamwork and its output, it was shown that friendly team leader can influence team members towards achieving the set goals of the team, it was seen that an unfriendly leader is preferred because he makes the team members to work better and achieve high standard of performance, it was revealed that The attitude of the team leader influences the team members towards achieving the set goal of the team members and the organization, it was indicated that An incompetent team leader has the ability to better the performance of the team.

In table 4, it is seen that employees that are deeply motivated put in their best into teamwork and even as individuals, it revealed that Motivation serves as reinforcement to team members, it was seen that team members are determined to improve organization's productivity even when not motivated, it was also revealed that inadequate motivational facilities such as job security, recreational facilities etc leads to poor performance, it was seen that absence of motivation such as bonus, increase pay of salary and wages, promotion, etc makes many professional and skilled employees leave their places of work.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The main purpose of this study is to investigate the impacts of teamwork on organizational productivity. The specific objectives are to find out the impact of teamwork on organizational productivity, to investigate the ways leadership styles used by the organizations affect organizational productivity, to find out the impact of poor leadership on work teams leadership, to investigate the benefits of motivation to the workforce. This study employed descriptive statistics in analyzing the

data obtained. The descriptive statistics used include frequency distribution, mean and standard deviation.

5.2 Conclusion

Teamwork is very useful to an organization, as it is easier to achieve desired results with teamwork in any organization. It was revealed that Teamwork has taken over all forms of work today.

Good leadership style in an organization is very useful to teamwork, it was also shown that autocratic team leadership enhances the techniques which eliminate errors in teamwork. Democratic leadership styles make an organization to preserve its teams' uniqueness, efficiency is improved in teamwork as a result of good leadership styles.

Friendly team leader can influence team members towards achieving the set goals of the team, but unfriendly leader is preferred because he makes the team members to work better and achieve high standard of performance.

Motivation serves as reinforcement to team members, as employees that are deeply motivated put in their best into teamwork and even as individuals.

5.3 Recommendations

The researcher recommends that, management of organisations that have discounted teamwork must start employing it by constantly organising training and development programs

for employees of the organization on how to form and work in teams before its implementation

to improve organizational performance.

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APPENDIX

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
BENIN CITY
QUESTIONNAIRE ON THE IMPACT OF TEAM WORK ON ORGANIZATIONAL
PRODUCTIVITY**

Dear Respondent,

I am Adenuga Oluyemi Olaniyi, an undergraduate student at the University of Benin, Edo State Nigeria. Pursuing a degree in Human Resource Management, I am writing to introduce myself and seek valuable assistance for my research work.

I have undertaken an undergraduate research project that aims to determine the Impact of Team Work on Organizational Productivity. As part of my research, I am conducting a comprehensive survey to gather data and insights from professionals working in the field. Given your esteemed position at the organization, I believe your expertise and experience would provide valuable insights to enrich my research findings.

The purpose of the questionnaire is to collect relevant information and perspectives on the topic. The questionnaire is designed to be concise. Rest assured, all responses will be kept strictly confidential, and your participation will remain anonymous.

I kindly request your participation by taking a few minutes out of your busy schedule to complete this questionnaire. Your contribution will significantly contribute to the success and validity of my research work. I have attached a copy of the questionnaire to this letter for your convenience.

I express my deepest gratitude for your time and consideration. I remain at your disposal for any further clarifications or assistance you may require.

Yours faithfully,

Adenuga, O. Olaniyi

(Researcher)

SECTION (A): PERSONAL DATA

Organization: _____

Department: _____

Sex: (a) Male () (b) Female () Cadre

Working Experience: (a) 0 – 5 years () (b) 5 – 10 years () 10 years and above ()

Please tick appropriately using the following options:

- SA** - STRONGLY AGREED
A - AGREED
SD - DISAGREED
D - STRONGLY DISAGREED

SECTION (B): PERSONAL DATA

RESEARCH QUESTION 1

In What Ways Does Teamwork Affects Organizational Productivity

S/N	VARIABLES	SA	A	D	SD
1	Teamwork is very useful to an organization.				
2	Teamwork has taken over all forms of work today.				
3	Organizations today consider assigning single individuals on different tasks as an outdated idea.				
4	Organizations today cannot do well today without teamwork.				
5	It is easier to achieve desired results with teamwork in any organization.				

SECTION (C): PERSONAL DATA

RESEARCH QUESTION 2

In What Ways Does Leadership Styles Of An Organization Affects Teamwork

S/N	VARIABLES	SA	A	D	SD
1	Good leadership style in an organization is very useful to teamwork.				
2	Autocratic team leadership enhances the techniques which eliminate errors in teamwork.				
3	Democratic Leadership styles make an organization to preserve its teams' uniqueness.				
4	Efficiency is improved in teamwork as a result of good leadership styles.				
5	When the leadership style provides proper teamwork jobs become less boredom.				

SECTION (D): PERSONAL DATA

RESEARCH QUESTION 3

In Which Ways Does Poor Leadership Styles affects Teams' Output

S/N	VARIABLES	SA	A	D	SD
1	Poor leadership style affects teamwork and its output.				
2	Friendly team leader can influence team members towards achieving the set goals of the team.				
3	An unfriendly leader is preferred because he makes the team members to work better and achieve high standard of performance.				
4	The attitude of the team leader influences the team members towards achieving the set goal of the team members and the organization.				
5	An incompetent team leader has the ability to better the performance of the team.				

SECTION (D): PERSONAL DATA

RESEARCH QUESTION 4

Does Motivation Of Workforce Have Impacts On The Organizational Productivity?

S/N	VARIABLES	SA	A	SD	D
1	Employees that are deeply motivated put in their best into teamwork and even as individuals.				
2	Motivation serves as reinforcement to team members.				
3	Team members are determined to improve organization's productivity even when not motivated.				
4	Inadequate motivational facilities such as job security, recreational facilities etc. leads to poor performance.				
5	Absence of motivation such as bonus, increase pay of salary and wages, promotion, etc. makes many professional and skilled employees leave their places of work.				