



Impact of teamwork on organizational productivity with a study of Nigeria union of teachers, Enugu east

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Abstract

The main objective of this study is to determine the impact of teamwork on organizational productivity with a case study of Nigeria union of teachers. The study was a descriptive survey study. The population was made up 500 members from NUT Enugu East L G. Simple random sampling techniques was used to select the sample size, made up 100 responses. Primary and secondary sources of data were used to generate the data. Through simple random sampling technique, the researcher was able to select the respondents. The researcher equally made one questionnaire to elicit the sight response from the respondents. The researcher made the following findings. That teamwork make work easy. It makes level of production to improve. It bring out spirit of togetherness among worker. It equally makes quality of work produced to improve. The recommendation was that teamwork should be encouraged in Organization for maximized production.

Keywords: teamwork, organization, productivity, teachers

Introduction

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) [7] 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 withteam work. 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) [22] 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) [1] 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 theimportance of teamwork

and how the organizations operate as well as promote the culture of teamwork success.

Davis (2007) [8] 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 withteam work.

Organization according Caroline (2008) [5] is a social entity that is goal directed, deliberately structured activity systems with a preamble boundary.

Alan (2008) [1] 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 in team work.

The researcher is interested on this topic in order to understand or know how much organizing employees into teams (Teamwork) has contributed to the improved productivity of Nigerian Union of Teachers (NUT), Enugu East L.G.A, and how it will positively contribute to the organizations.

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 with team work.

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:

1. **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.
2. **Poor Leadership Styles in the Organization:** It may be as a result of the leadership style of the organization possibly not favorable to teamwork.
3. **Poor Leadership of the Work Teams:** Different work teams may exist, but lacking the persons with the team leading acumen to lead them.
4. **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 works in teams.
5. **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.

Objectives of the Study

The general objective of this study is to investigate the contributions of teamwork on organizational productivity. The specific objectives of this study are as listed below:

1. To determine the impact of teamwork on organizational productivity.
2. To determine impact of leadership styles organizational productivity.
3. To determine the impact of motivation on Organizational Productivity.

Research Questions

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

1. What are the Impact of teamwork on organizational productivity?
2. What are the impact Leadership style on organization affect teamwork?
3. What are the impact of Motivation on organization productivity?

Hypotheses

Team work encourages high organizational productivity.

1. Teamwork has no significant impact on organizational productivity.
2. Leadership style has no significant impact on organizational productivity
3. Motivation has no significant impact on organizational productivity.

Conceptual Framework

- Meaning of Teamwork.
- Importance of team work in organization.
- Ways to build collaborative teams

Meaning of Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Basic requirements for effective teamwork are an adequate team size. The context is important, and team sizes can vary depending upon the objective. A team must include at least 2 or more members, and most teams range in size from 2 to 100. Sports teams generally have fixed sizes based upon set rules, and work teams may change in size depending upon the phase and complexity of the objective. Teams need to be able to leverage resources to be productive (i.e. playing fields or meeting spaces, scheduled times for planning, guidance from coaches or supervisors, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose. Teamwork is present in any context where a group of people are working together to achieve a common goal. These contexts include an industrial organization (formal work teams), athletics (sports teams), a school (classmates working on a project), and the healthcare system (operating room teams). In each of these settings, the level of teamwork and interdependence can vary from low (e.g. golf, track and field), to intermediate (e.g. baseball, football), to high (e.g. basketball, soccer), depending on the amount of communication, interaction, and collaboration present between team members.

Importance of Team Work In Organisation

Work Efficiency

Teamwork enables you to accomplish tasks faster and more efficiently than tackling projects individually. Cooperating together on various tasks reduces workloads for all employees by enabling them to share responsibilities or ideas. Teamwork also reduces the work pressure on every worker, which allows him to be thorough in the completion of the assigned roles. In sharing ideas or responsibilities, every employee should have a role that suits his specialization. You should also consider employees' levels of interest in the project at hand, which positively influences the efficiency or speed of their output in accomplishing the task.

Improved Employee Relations

Teamwork is important in an organization because it provides employees with an opportunity to bond with one another, which improves relations among them. Workers who constitute a team working on a project often feel valued upon the successful completion of such tasks. A situation in which all of them find a chance to contribute towards the tasks improves relations within the team and enhances their respect for each other. Improved employee relations also result from the fact that teamwork enhances cohesion among members, thanks to increased trust among them.

Increased Accountability

Teamwork increases the accountability of every member of

the team, especially when working under people who command a lot of respect within the business. Team members do not want to let each other down and hence do their best to contribute to the successes of their teams. In contrast to working solo on a project, peer pressure is usually high within teams such that cases of low morale are less likely to impact individuals. As a business owner, you would benefit from increased productivity through efficient team projects, which may be completed well ahead of the deadline.

Learning Opportunities

Cooperating on a project is an opportunity for new workers to learn from more experienced employees. Teams often consist of members who differ from one another in terms of skills or talents. Working together is a great opportunity to acquire skills that an employee never had beforehand. Unlike working alone on a project, teamwork affords people the opportunity to challenge the ideas of each other and come up with a compromise solution that contributes to the successful completion of the task.

Teamwork in the Workplace

1. What is a team, and what makes a team effective?

Teamwork has never been more important in organizations than it is today. Whether you work in a manufacturing environment and utilize self-directed work teams, or if you work in the "knowledge economy" and derive benefits from collaboration within a team structure, you are harnessing the power of a team.

A team, according to Katzenbach and Smith (2005). Teams, "is defined as "people organized to function cooperatively as a group".

The five elements that make teams function are:

- Common commitment and purpose
- Specific performance goals
- Complementary skills
- Commitment to how the work gets done
- Mutual accountability

A team has a specific purpose that it delivers on, has shared leadership roles, and has both individual and mutual accountabilities. Teams discuss, make decisions, and perform real work together, and they measure their performance by assessing their collective work products. Wisdom of Teams reference. This is very different from the classic working group in an organization (usually organized by functional area) in which there is a focused leader, individual accountabilities and work products, and a group purpose that is the same as the broader organizational mission. Think of the finance organization or a particular business unit in your company—these are, in effect, larger working groups that take on a piece of the broader organizational mission. They are organized under a leader, and their effectiveness is measured by its influence on others within the business (e.g., financial performance of the business.)

Finance Working Group

Smart managers understand that not all of a company's influential relationships appear as part of the organization chart. Consider a publishing company that might have a lead

finance head for each group, such as adult fiction, nonfiction, young adult, and children's book divisions. A finance team working group would help spread best practices and lead to more cohesive operations for the entire organization. (Credit: the tax haven /flickr / Attribution 2.0 Generic (CC BY 2.0))

So, what makes a team truly effective? According to Katzenbach and Smith's "Discipline of Teams," there are several practices that the authors have observed in successful teams. These practices include:

Establish urgency, demanding performance standards, and direction. Teams work best when they have a compelling reason for being, and it is thus more likely that the teams will be successful and live up to performance expectations. We've all seen the teams that are brought together to address an "important initiative" for the company, but without clear direction and a truly compelling reason to exist, the team will lose momentum and wither.

Select members for their skill and skill potential, not for their personality. This is not always as easy as it sounds for several reasons. First, most people would prefer to have those with good personalities and positive attitudes on their team in order to promote a pleasant work environment. This is fine, but make sure that those individuals have the skill sets needed (or the potential to acquire/learn) for their piece of the project. The second caveat here is that you don't always know what skills you need on a project until you really dig in and see what's going on. Spend some time up front thinking about the purpose of the project and the anticipated deliverables you will be producing, and think through the specific types of skills you'll need on the team.

Pay particular attention to first meetings and actions. This is one way of saying that first impressions mean a lot—and it is just as important for teams as for individuals. Teams will interact with everyone from functional subject-matter experts all the way to senior leadership, and the team must look competent and be perceived as competent. Keeping an eye on your team's level of emotional intelligence is very important and will enhance your team's reputation and ability to navigate stakeholders within the organization.

Set some clear rules of behavior. I have been through many meetings and team situations in which we have rushed through "ground rules" because it felt like they were obvious—and everyone always came up with the same list. It is so critical that the team takes the time up front to capture their own rules of the road in order to keep the team in check. Rules that address areas such as attendance, discussion, confidentiality, project approach, and conflict are key to keeping team members aligned and engaged appropriately. Set and seize upon a few immediate performance-oriented tasks and goals. What does this mean? Have some quick wins that make the team feel that they're really accomplishing something and working together well. This is very important to the team's confidence, as well as just getting into the practices of working as a team. Success in the larger tasks will come soon enough, as the larger tasks are really just a group of smaller tasks that fit together to produce a larger deliverable.

Challenge the group regularly with fresh facts and information. That is, continue to research and gather information to confirm or challenge what you know about your project. Don't assume that all the facts are static and that you received them at the beginning of the project. Often, you don't know what you don't know until you dig in.

I think that the pace of change is so great in the world today that new information is always presenting itself and must be considered in the overall context of the project.

Spend lots of time together. Here's an obvious one that is often overlooked. People are so busy that they forget that an important part of the team process is to spend time together, think together, and bond. Time in person, time on the phone, time in meetings—all of it counts and helps to build camaraderie and trust.

Exploit the power of positive feedback, recognition, and reward. Positive reinforcement is a motivator that will help the members of the team feel more comfortable contributing. It will also reinforce the behaviors and expectations that you're driving within the team. Although there are many extrinsic rewards that can serve as motivators, a successful team begins to feel that its own success and performance is the most rewarding.

Collaboration is another key concept and method by which teams can work together very successfully. Bringing together a team of experts from across the business would seem to be a best practice in any situation. However, Gratton and Erickson (2006), in their article Eight Ways to Build Collaborative Teams, found that collaboration seems to decrease sharply when a team is working on complex project initiatives. In their study, they examined 55 larger teams and identified those with strong collaboration skills, despite the level of complexity. There were eight success factors for having strong collaboration skills:

- "Signature" relationship practices
- Role models of collaboration among executives
- Establishment of "gift" culture, in which managers mentor employees
- Training in relationship skills
- A sense of community
- Ambidextrous leaders—good at task and people leadership
- Good use of heritage relationships
- Role clarity and talk ambiguity

The Effectiveness of Teams

There is no doubt that teams have a powerful impact on the performance of the employees and the future of the organization. The studies that have been conducted on the subject indicate that the concept of teams is valuable and helpful to facilitate the developmental process in the organization and to enhance employees' performance (Oseiboakye, 2015) [19]. Simply, the main purpose of teamwork is to apply an effective method in order to improve the occupational performance of employees and their personal skills and talents that serve the requirements of the job. Bacon and Blyton (2006) identified the two essential factors that promote the communication skills between team's members and enhance their performance regarding the concept of teamwork, which are: self-management team and interpersonal team skills. According to Tarricone & Lucav (2002) in their case study on successful teamwork, the effective teams can be accurately defined as: "Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment". Many studies have shown that employees who work on teams can be more productive than others who work individually (Jones et al. 2007). The reason why an

individual becomes more productive working on teams, is that he/she acquires or enhances the beneficial occupational skills through unlimited learning, cooperating, and exchanging thoughts and various experiences. Teamwork thus, is an essential element for the development and function of an organization or institution

Factors Associated with Teamwork

It is not easy to build a competent teamwork due to the modern technological challenges and the increasing competition between industries. The various forms of challenges that have appeared recently because of the developments in all field, make it harder to build a strong structure of teamwork in organizational environment. The most efficient elements to overcome such difficulties regarding teamwork are positive communication, confidence, and productive leadership. It is nearly impossible to build up an efficient teamwork without these factors. The following elements are quite important regarding the competence and efficiency of teamwork:

- Trust among all team members.
- Well-Preparation to engage in various debates around ideas.
- Learning to commit to decisions and plans of action.
- Effective leadership and structure of teams with well-defined roles and responsibilities of team members. "
- Proper performance evaluation of team members and rewards and recognition for outstanding work. "
- Focusing on achieving collective results.

Methodology

The study adopts survey design. According to Parkidi (2003), a survey is a general procedure of collecting data from a selected example of population to describe the condition of the general population through simple random sampling techniques.

The population of this study comprises members of Nigerian Union of Teachers (NUT), Enugu East L.G.A. The practical figure of their members should be in the neighbourhood of about five thousand (5,000) but the researcher was select from this number. The researcher used simple random sampling technique to arrive at the number of the respondents. Population of this study is over 500 but the researcher through a careful method arrived at a sample of 100.

Analysis of Respondents Characteristics

Research Question One: In what ways does team work impact on organizational productivity?

Table 1: Mean responses on in what ways does team work impact on organizational productivity.

S/N	Item Statement	SA	A	SD	D	MW	X	REMARK
1	It impact on organizational productivity negatively	50	30	10	10	108	3.5	Accepted
2	It impact on productivity level positively	10	10	60	20	106	3.4	Accepted
3	It impact the organizational peace	40	30	20	10	132	2.7	Accepted
4	It impact the unity of the workers	60	20	15	5	140	3.2	Accepted
5	It impact the growth of the organization.	45	40	5	10	196	3.0	Accepted

Source: Field Survey (2020)

Table 1 above shows that all the items were accepted by the respondents with mean scores of 3.5, 3.4, 2.7, 3.2 and 3.0. This implies that team work impact organizational productivity. It is good and should be encouraged.

Research Question Two: In what ways does leadership style of an organization impact team work?
 Mean response on the ways leadership style affect team work.

Table 2

S/N	Item Statement	SA	A	SD	D	MW	X	REMARK
6	It impact the organization positively	60	20	10	10	108	3.6	Accepted
7	It impact organization in production	25	25	25	25	126	2.4	Accepted
8	It impact organizational peace	50	30	10	10	172	2.9	Accepted
9	It impact organizational unity	40	50	10	-	192	2.5	Accepted
10	It impact organizational love	45	25	15	10	188	2.9	Accepted

Source: Field Survey (2020)

Data on table 2 above shows that the respondents agreed with item 6, 7, 8, 9, 10 with mean scores of 3.6, 2.4, 2.9, 2.5, 2.9 respectively. This implies that leadership style impact team work. Leadership style is important in work situation.

Research Question Three: In what ways does team’s poor leadership style impact their output?
 Mean responses on the team’s poor leadership style affect output.

Table 3

S/N	Item Statement	SA	A	SD	D	MW	X	REMARK
11	It affect output badly	35	30	10	15	100	3.0	Accepted
12	It affect employee’s relationship	50	40	10	-	100	3.0	Accepted
13	It affects production output	30	30	20	20	136	2.7	Accepted
14	It affects quality output	40	30	15	15	132	3.2	Accepted
15	It affects the quality of output	35	35	20	10	168	2.8	Accepted

Source: Field Survey (2020)

Data on table 3 above shows that the respondents agreed with item 11, 12, 13, 14, 15 with mean scores of 3.0, 3.0, 2.7, 3.2, 2.8 respectively. This implies that poor leadership style affects output. Organizations should look for good leadership style.

Research Question Four: what are the benefits of motivation on organizational productivity?
 Mean responses on the benefits of motivation on organizational productivity.

Table 4

S/N	Item Statement	SA	A	SD	D	MW	X	REMARK
16	Motivation helps improve production	50	30	10	10	100	3.5	Accepted
17	It brings about Job growth	45	40	05	10	192	3.4	Accepted
18	It makes production better	60	30	5	5	156	3.3	Accepted
19	It makes organizational production steady	60	30	10	-	108	3.0	Accepted
20	Motivation drives production	40	30	15	15	112	3.6	Accepted

Source: Field Survey (2020)

Data on table 4 shows that the respondents agreed with item 16, 17, 18, 19, 20 with the mean scores 3.5, 3.4, 3.3, 3.0, 3.6 respectively. This implies that motivation is the key to better Job performance in all organization.

Research Question Five: What are the prevailing conditions that hinder the growth of organizational productivity?
 Mean responses on the conditions that hinder the growth of organizational productivity.

Table 5

S/N	Item Statement	SA	A	SD	D	MW	X	REMARK
21	Conditions of poor finance	40	35	20	5	148	3.7	Accepted
22	Conditions of betrayal by workers	30	38	10	12	164	3.3	Accepted
23	Conditions of poor relationship	45	25	15	15	164	3.3	Accepted
24	Conditions of dishonesty	50	35	10	5	172	3.4	Accepted
25	Conditions of low motivation	48	42	5	5	168	3.3	Accepted

Source: Field Survey (2020)

Data on table 5 above shows that the respondents agreed with item 21, 22, 23, 24, 25 with mean scores of 3.7, 3.3, 3.3, 3.4, 3.3 respectively. This implies that the conditions that hinder the growth of organizations are huge in holding down the level of productivity.

Discussion of Findings

The researcher made use of five researcher questions. The first research question sought to find out how team works affect organizational productivity. The findings show that it affects organizational productivity positively because it makes organizational productivity to be on the high side. It equally brings about the organizational growth and development.

The second one sought to know whether leadership style affect team work from the work carried out it is clear that leadership style team work. Thus, when the style is good, it works the spirit of team work to function effectively.

The third research question sought to know whether the leadership style affect output in organization. The finding and on the positive side this is greatly rather good it helps to bring out the here from organizations.

The fourth research question sought to know the benefits of activation on organizational productivity. It was found out it makes production to be good and effective. This is because activation is a strong means of encourage organizational productivity.

The fourth research question sought to know the conditions that hinder the growth of organizational productivity it was found out that finding, commitment and trust among factors hinder its growth.

Conclusion

Team work is as old as working and as such many organizations use the team to talk about situation where people work together for success and progress. It is one of the best ways to make organizations function very effectively. When the right leadership style is put in place it makes the organization very productive. Motivation is a strong indices of making organizations work assiduously for productivity this is why motivation is important in the overall good of organization.

Recommendations

The researcher recommends the following:

- Team work should be encouraged.
- Team work should be emphasized in organizations.
- Team work should work on the principle of good leadership.
- Team work should equally work the principle of motivation.

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