

**TEAMWORK AND ITS IMPACT ON ORGANIZATIONAL
PERFORMANCE A STUDY OF GREENLIFE PHARMACEUTICAL
LIMITED –Ilupeju, Lagos**

BY

ADEBAYO THOMPSON DAVID

16020201008

**A PROJECT REPORT SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION, IN PARTIAL FULFILLMENT OF
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR
OF SCIENCE (B.Sc. HONS) IN BUSINESS ADMINISTRATION AT THE
COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL
SCIENCES, MOUNTAIN TOP UNIVERSITY, OGUN STATE, NIGERIA.**

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Declaration

I Adebayo Thompson David declare to the best of my knowledge that this research work submitted to Dr. Mrs. Erigbe Patience. Information derived from various sources have been duly acknowledged in text and list of references provided. This research has not been submitted to any university for any award of degree or certificate.

ADEBAYO THOMPSON DAVID

DATE

Dedication

This research work is dedicated to the Lord Almighty.

Acknowledgements

I thank the Almighty God for making it possible for me to complete this piece of work. Special thanks for the knowledge, wisdom, courage and determination he has granted me.

I would like to appreciate my supervisor, Dr. Mrs Patience Erigbe for her patience, advice, guidance, mentorship, tireless efforts and supervision of this study right from its inception to the end. Thank you so, so much. Without your encouragement and devotion, I wasn't going to complete this work. God bless you abundantly.

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Abstract

The study is centered on the relationship between employee team work and organizational performance especially GREENLIFE PHARMATICECAL LIMITED Iupeju, Lagos. The motive of this study was guided by the objectives of: to examine the perception of teamwork, to determine the benefit of teamwork on performance, to examining the factors affecting employee’s performance, to investigate the degree of the effects of teamwork on the organization performance. It used questionnaires and interviews guide in support of the primary data. Both quantitative and qualitative research method were used as and descriptive research design was employed as a sample size of 143 respondents was used.

The research work concluded that teamwork is highly significant in the performance of an organization and encourages the employees of GREENLIFE PHARMACETICAL LIMITED Iupeju, Lagos to work as a team based on the following reasons: working together as a team builds each other and also improve organizational performance, team work promote interpersonal relationship among employee’s and encourages effectiveness, efficiency and productivity, teamwork also reduces cost. It also concludes that there is strong relationship

between teamwork and the performance of GREENLIFE PHARMACETICAL which results in increased performance.

The study recommended that there is need to organize workshops and training to inform staff on team work, need to motivate further the employees of GREENLIFE PHARMACETICAL LIMITED and that the relationship between employee motivation and performance of GREENLIFE PHARMACETICAL LIMITED and the effect of workshops and trainings on the performance of employees in organizations are suggested areas for further studies.

KEYWORDS: Teamwork, Organizational Performance, Employee, productivity

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Teamwork is the act of working closely and collaboratively with a group of people in doing so to achieve an objective. Teamwork is a very important integral part of an organization or workplace. The basis of teamwork requires anyone working closely together to influence and benefit the company, and "work teams" chosen to accomplish an objective or goal by working closely together may also include rigid and challenging forms of teamwork. Teamwork enhances and increases productivity through joint and collective effort. Enabling team workers to bring their specific educational knowledge and training to achieve an objective or a work task. There

are factors which affect teamwork, they can either be internal factors or external factors. Internal factors that affect teamwork includes the political, economic, social, technological, others are interpersonal, ground rules, team norms, and rational skills or qualities, among others. The external factors include Leadership style, communication, cohesiveness, diversity (Culture, personalities, and talent). These factors contribute to high productivity in an organization.

Teamwork is the actions taken by individuals, come together for a common goal or objective, which subject the needs of the individual to the need of the group. Individuals put aside their needs to work toward the organizational goals and objectives. Teamwork has the ability of enhancing the performance of individual employees or worker and that of the organization, although, it needs enough time to be nurtured (Ingram, 2000). Collective actions are widely recommended and recognized as a positive potency for teamwork in any institution or organization to succeed. Teams are strong forces that enable individuals to empower themselves and to enhance value from collaborative work executed on as a group.

According to Wageman (1997) “Organization’s teamwork is the only way anything gets completed with quality and efficiency and a major factor why growth in the economy is sustained and company’s success is critiqued by top level management to achieve the desired goals and objectives”. Teams may therefore appear as effective work groups whose efficiency and effectiveness should depend on the degree of coordination, motivation, and purpose and whose synergy bring about an energy/creativity that is beyond work groups as individuals, furthermore, work teams should acquire an explainable membership, group consciousness and a sense of shared purpose (Adair, 1988).

The relationship among individuals and the work they execute is called teamwork. Successful teamwork is very important to every organization's success. The positive consequences of

effective teamwork can affect the whole organization, just as the detrimental influence of a lack of teamwork can contribute to an organization's failure. An important ingredient to productive teamwork is attracting and sustaining the right team members that would enhance and induce productivity in an organization. Organizations, however, should allow coordination of their employees into different units, such as production team, management team, marketing team, human resource team etc.

Productivity is all about the most effective combination of resources such as raw materials, labour, capital, land, managerial capability, equipment, intellectual property, skills, and financial capital to produce goods and services. Even in the Holy Bible, from time of creation according to (Genesis1:26, KJV), the concept of teamwork was applied by God, “Let us make man in our own image”. This statement provided the fact that God in the process of creation work closely and collaborated with other heavenly beings hence the reason of team in resulting in productivity.

Within the context of teamwork and organization performance in an environment, we intend to explore the influence of the following as the components of the team and their influence on employee's job performance: esprit de corps, abilities of members, team trust as well as recognition and reward. Managers with high perception known and consistently acquire the importance of the team. As teams display the collective strength of the individual members, they enhance the morale, interest, and motivation of individual as well. This in turn will create a high performance and productive organization that is efficient, valuable, flexible, and most importantly, profitable. Profitability is the key factor that will allow organization to continue to compete successfully in a highly competitive, tough, and global business world.

1.2 Statement of Research Problem

Two people are better off than one, for they can help each other to succeed. If one person falls, the other can reach out and help. But someone who falls alone is in real trouble” (Ecclesiastes 4:9-10, NLT). This means and explains that teamwork can be accomplish what the individual cannot execute on his or her own. The importance of teamwork as a direct dependence on organization performance is most times over emphasized. However, the benefits of teamwork for the employees are often more abstract and difficult to identify and differentiate. employee teamwork is deemed to be crucial in doing the work of an organization as field marketers even more as a team with the view of passing clear message to the public and giving them the perception about the company products and services. This however been baffling the researcher whether employee teamwork is associated with performance of the same organization in question. The study will therefore examine the impact of employee teamwork and performance of GREENLIFE PHARMATICECAL LIMITED Ilupeju. There have been a lot of researches about the teamwork and employee’s productivity in which teamwork here is dependent on employee’s productivity but there are very few researches on how teamwork directly affects the performance of an organization.

The problems are as follows:

- Inappropriate leadership styles in the organization: it can be too hierarchical or participatory as a consequence of applying the organization's leadership style that may not be conducive to teamwork.
- Lack of Workforce Leadership: There may be different work teams, but people with essential team leadership skills or ability to lead them are lacking.

- **Zero Teamwork in the Organization:** This is an organization's failure if it does not encourage the coordination of its staff into working groups or teams.
- **Low Motivation of the Work:** This is the way companies compensate their employees, and this can also contribute to low productivity in the company.

1.3 Objectives of the study

The main objective of the study is to examine the influences of teamwork on organizational performance, also to examine the relationship between employee teamwork and organizations performance especially GREENLIFE PHARMATICECAL LIMITED. Yet the specific objectives are:

- To examine the perception of teamwork
- To determine the benefit of teamwork on performance
- To examining the factors affecting employees performance
- To investigate the degree of the effects of teamwork on the organization performance.

1.4 Research questions

The following research questions were considered germane to this study and therefore they were raised to guide it.

- What is the Relationship between Perception of teamwork and Organizational Performance at GREENLIFE PHARMATICECAL LIMITED Ilupeju, Lagos?
- What is the Relationship between factors affecting employees' performance and Organizational Performance of GREENLIFE PHARMATICECAL LIMITED Ilupeju, Lagos?

- iii. What is the Relationship between benefits of teamwork and Organisational Performance of GREENLIFE PHARMATICECAL LIMITED Ilupeju, Lagos?

1.5 Research Hypothesis

H₀₁: There is no relationship between employees perception and performance at GREENLIFE PHARMATICECAL LIMITED –Ilupeju, Lagos

H₀₂: There is no significant relationship between factors affecting employees’ performance and organizational performance. Of GREENLIFE PHARMATICECAL LIMITED –Ilupeju, Lagos

H₀₃: There is no significant relationship between the benefits of teamwork and organizational performance at GREENLIFE PHARMATICECAL LIMITED –Ilupeju, Lagos

1.6 Significance of Study

The study is significant both in theoretical and empirical aspect. Theoretically, it examines the effect of teamwork on organization productivity and as such team members’ abilities, trust, recognition, reward and esprit de corps will be analyzed to see their individual and collective contributions and importance to productivity of the organizations understudy especially in GREENLIFE PHARMATICECAL LIMITED Ilupeju, Lagos and other organizations in Nigeria at large.

The research study would be essential to the corporate organization by which policy formulation would be permitted as regards workplace teamwork. The research will also help the public, as it will educate them on the influences on organizational effectiveness of teamwork. The article will also add to the current understanding of organizational coordination. For incoming students who

may want to use this research as a starting point or reference material to pursue their own extended essay on the same concept, the study will be a useful material. This study will be an important endeavor in rendering help to both employers and employees in promoting the concept of teamwork in the work environment due to its beneficial effects on the performance and productivity of the organization and workers especially in GREENLIFE PHARMATICECAL LIMITED Ilupeju, Lagos.

Empirically, the findings and results that would precede this study will be of great importance to the following categories of stakeholders in the organizations.

- i. Management: it would be of great addition to management of organizations when they adopt the approach of Teamwork, they will be able to get the best out of their employees to be effective and efficient
- ii. Employees: they will be made to see their need for working closely together and the greater benefits they get from it.
- iii. Students or researchers: it will serve as a good reference point or starting point for any of them who want to take this study into consideration.

1.7 Scope of the Study

GREENLIFE PHARMATICECAL LIMITED Limited, Their primary market emphasis is on the delivery of healthcare. Over time, several pharmaceutical products from different therapeutic categories have been launched, many of which have become brand leaders in the Nigerian pharmaceutical industry. These therapeutics classes include Anti-Malarials, Anti-Infectives, Anti-Inflammatories, Anti-Helminthics, Anti-Hypertensives, Laxatives and Multivitamins

among others. Many of these products are also marketed in some other countries in the West Coast of Africa and other parts of the world.

They have developed an effective product distribution network across the six (6) geo-political zones of the country and have over 75 Pharmacists amongst the over 300 members of staff in our employ. They continue to pursue new product development initiatives with the view to identifying and satisfying the needs of our market.

1.8 Definitions of Terms

Team:A team is a formal group of participants who collaborate and work closely together at a high level to accomplish a shared group objective. When teams are successful, they draw on their members' abilities and experiences to achieve things that could not be done by individuals working independently or by other forms of work group (Jones et al, 2008). For performing tasks that are high in complexity and have several interdependent subtasks, teams are particularly suitable.

Group: A group is a collection of two or more persons who communicate with each other to accomplish certain goals or fulfill certain needs. A community does not constitute a team inherently. Typically, teams have members with complementary abilities and create cohesion through a concerted effort that enables each member to optimize their strengths and mitigate their weaknesses.

Teamwork: It is the interdependent performance components needed to effectively organize multiple individual performance; as such, teamwork is the wider definition of team performance that often involves task work at the individual level. Respondents are the individuals who will respond to the questionnaire.

Productivity:It is the use of all resources effectively and efficiently. Resources include time, knowledge of people, data, finance, facilities, space, electricity, materials,.

Performance: Is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

Organization:It is a social body that has a common purpose and is connected to an external environment, such as an agency or an organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature on teamwork and organization performance contribute that there exists a positive relationship between the two variables. It also states that organizational market value majorly depends more on intangible resources and less on tangible ones especially teamwork (Stiles and Kulvisaerchana (2005). It was also furthered and observed by Conti and Kelineer (2003) that teams offer more engagement, challenges, and feelings of accomplishment. They observed that

the Best people or workers will be more attractive and be retained to Organizations with teams, which in turn cause organizations to be of high performance that is efficient, flexible on top of all profitable. It also discusses the applicable theoretical framework which includes: Team performance theory.

2.2 Conceptual Framework

2.2.1 Perception of Teamwork

The team is a subset of a group in an organization which entails formally selected individuals for common objectives with the presence of study performance requirement or opportunity, real association, and combined accountability (Kane & Marry 1998) simultaneously, (Salas, Sims and Burke,2005) proceeded further into teamwork, as a multivariate complex process based on big five core dimensions,

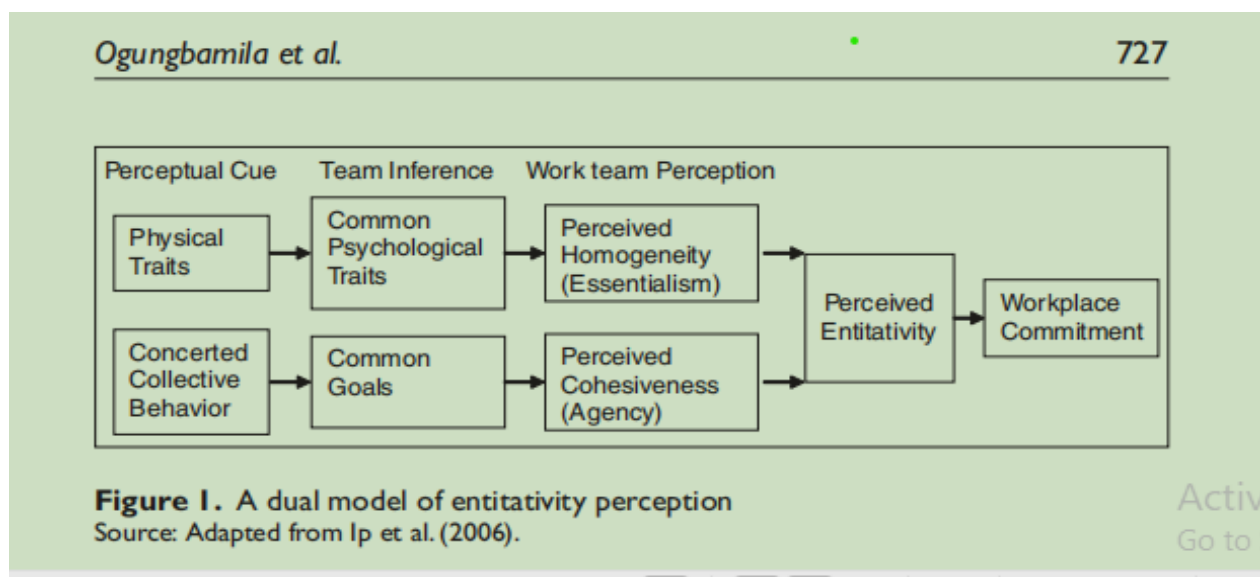
- i. Team leadership: assisting team effectiveness by synchronizing each member's contribution along with the comprehension of interdependent.
- ii. Mutual performance monitoring: awareness of team functioning by monitoring team members through open, cohesive and cohesive climate.
- iii. Backup behavior: the autonomy of resources and task-related effort to inherently solve prevalent issues through collaboration and coordination,
- iv. Adaptability: action and readjustment of actions as per desire outcomes.
- v. Team decides the attitudes of individuals on the way to teamwork. The existence of these characteristics will shape the constructive attitudes of individuals in the direction of teamwork.

(Tarricone & luca 2002) Identified six key characteristics attributes (Commitment to team success and shared goals, Interdependence, Interpersonal Skills, Open Communication and positive feedback, appropriate team composition, Commitment to team processes, leadership & accountability) for successful full teams and then conducted a comparative analysis between two teams. In the end, it was observed that which team followed these attributes was able to accomplish its goals. (Pineda and Lerner 2006) Involving students in the transition process of team building gives them a sense of ownership and they perform the task with greater significance and a positive attitude. This in turn produces results in the shape of task accomplishment. Better outcomes can be achieved by working in teams instead of doing them individually (Johnson and Johnson 1999). Collaborative work among team members leads to boost intrinsic motivation among team members and innovation is one of the speculated rewards of teamwork (Pfaff and Huddleston 2003 Haragon 2003; Denison and Kahn 1996). Team composition involves a complex activity in which personalities of different attitudes and different backgrounds join hands for a common purpose. Diversity in a team can create hurdles in the way to the performance so to achieve the desired outcomes diversity needs proper management (Van Dick, Van Knippenberg, Hägele and Guillaume 2008; Homan, Hollenbeck, Humphrey, Van Knippenberg, Ilgen and Van Kleef 2008; Roberge and van Dick 2010; Kearney, Gebert and Voelpel 2009).

2.2.2 Entitativity Theory of Group Perception

The theory of entitativity was developed by Campbell (1958) to describe and explain the processes by which a collection of individuals come to be perceived as a team. Perceived entitativity is "the perception of a team as a real entity rather than an aggregate of individuals" (Ip, Chiu, & Wan, 2006, p. 369). There are two major routes to perceived entitativity:

essentialism and agency (Brewer, Hong, & Li, 2004; Yzerbyt, Corneille, Seron, & Demoulin, 2004); Figure 1 provides a graphical representation of these routes. The first route is essentialism, in which, because a work team has certain essential properties, perceivers see the team as a real entity and expect that team members are like those essential properties. In the second route, agency, the team is seen as a route to a common goal. The work team is, therefore, expected to carry out actions in pursuit of the common goals and assume responsibility for its actions (Kashima et al., 2005). In other words, perceived entitativity arises from the attribution of essential properties or agency to a collection of employees. Essentialism views the physical and physiological aspects of presumed entitativity (e.g. group homogeneity, skin color, and team size), while the agency covers psychological factors such as team cohesion, shared interests, and interdependence amongst team members (Jackson, Colquitt, Wesson, & Zapata-Phelan, 2006).



Perceived entitativity is associated with various outcomes in the workplace. For example, Gaertner, Iuzzini, Witt, and Orina (2006) found that perceived entitativity increased in-group social attraction and mediated the association between in-group interdependence and social attraction. Increased task efficiency and organizational citizenship activity have also been

correlated with high psychological collectivism but with low counterproductive work behavior and withdrawal behavior (Jackson et al., 2006). Thus, since the affective attachment can be applied to the workplace, members of a highly entity work team will in principle, be more committed to the workplace than where team. Such an extension might result from the fact that the employee would feel that the workplace provided the opportunity for him or her to belong to an efficient and effective work team.

Teamwork is the idea of individuals working together collaboratively as in different functional departments like the production team, sales team, etc. Teamwork has become so important that many large companies have developed unique approaches to assess the teamwork capacity of potential workers. Teamwork has been as ancient as time and only a few companies have not used teams in one way or another. Teamwork has become so important that many large companies have developed unique approaches to assess the teamwork capacity of potential workers. Teamwork has been as ancient as time and only a few companies have not used teams in one way or another. It is common and usual to hear of functional teams like the sales team, marketing teams, production team or even whole corporations can be likened to as teams which imply that many organizations working cooperatively towards a 'team-based' approach to work. This clarifies the activeness in teams is a major technique in getting work done in organizations. These days, employees stress the importance of workers working as a team and search for employees who are going to work in this way (Richard 1991). Companies not only source technological knowledge and expertise but also source people who can be involved in teams and solve challenges by developing solutions in teams.

Richard (1991) A team has been defined as a unit of two or more individuals who collaborate and organize their work to achieve a specific objective. He also said that the definition is a combination of

three forms. First, two or more people are required. Teams can be quite large, running to as many as seventy-five (75) people in a team with regular interaction. secondly, people, who do not interact, such as when standing in line at a bank counter or riding in an elevator, do not make a team. Third, people in a team share an objective of performance, either to write a textbook or design a new type of hand held calculator. Students are often assigned to teams to do classwork or assignments, in which case the purpose is to perform the assignment and receive a satisfactory grade.

2.2.3 Work Team Perception and Workplace Commitment

Literature often points to the importance of understanding expectations of the work team and loyalty to the workplace, in addition to the size of the work team. Entitativeness assessments are informed by both what is perceived and what is inferred. Ip et al. (2006) were particularly concerned with whether similarity in physical traits (e.g., same skin color) and concerted collective behavior (e.g., same movement, such as collectively marching) would evoke perceptions of team entitativity. Invariably, the same team movement led to shared objective inferences, increased perceived coherence, and increased perceived entativity. The same skin color also evoked team trait inferences and increased perceived homogeneity. Despite the effects of these inferences and perceptions, an outsider's perception of a collection of workers as an entity may not be a strong influence on team members' commitment. Rather, team members' appraisal of the team's effectiveness may be a stronger influence on commitment.

Team members' evaluations of various aspects of the team's experience are expected to positively influence an employee's level of workplace commitment (Spreitzer & Mishra, 2002). However, Costa (2003) noted that team trust and cooperation are positively related to work attitude, not workplace commitment. Nevertheless, organizational participation (Parris, 2003) and job satisfaction (Belanger, Edwards, & Wright, 2003) have been correlated with the understanding of

the unity of colleagues in the workplace. Dion (2000) stated that team cohesion expectations are consistently correlated with other subjective judgments and behaviors as well as organizational performance.. Work teams vary in the extent to which they meet the team- and organization-defined goals (Jex, 2002; Jex & Thomas, 2003).

Other scholars have found that team members' belief in team effectiveness is related to higher levels of motivation, satisfaction, and commitment to the workplace (Kirkman & Rosen, 2000; Lester, Meglino, & Korsgaard, 2002). Furthermore, a member's belief in work team effectiveness is also a key factor in the member's turnover intentions (Bayazit & Mannix, 2003). Two additional effects on team members are created by the subculture and management of a team. Work teams typically establish a subculture to be valued and appreciated by team members; this subculture affects the workplace dedication of team members. (e.g., Lok, Westwood, & Crawford, 2005).

Subjective evaluations of the team's social interactions, efficacy, decision-making opportunities and team composition by team members are linked to job engagement and turnover intentions. (Greenberg et al., 2006). Leadership style and the level of autonomy the work team enjoys may influence this connection (DeChurch & Marks, 2006; Rico et al., 2007; Walumbwa, Lawler, & Avolio, 2007). Self-managed work teams led by a supervisor who exhibited the characteristics of an efficient leader had higher levels of workplace commitment, job satisfaction, and organizational self-esteem than did other categories of work teams (Elloy, 2005). Mayer, Nishii, Schneider, and Goldstein (2007) affirmed that the personality characteristics of the leader of the work team strongly predicted the followers' justice perception, job satisfaction, and workplace commitment. Together, the literature suggests that employees' perceptions of their teams will play a role in their commitment to the workplace

2.2.4 Benefit of Teamwork

An effective team is an advantage to an organization. A productive team can take on more complex tasks and smooth collaboration progress by providing greater room for team members to discuss and collaborate freely. This further maximizes the effectiveness of not only the team but the organization. The best aspect is that each team member's strengths and attributes are used to serve as a support tool for a team. Workplace teamwork has also shown that innovation and creativity are strengthened by enabling team members to bring specific and distinct experiences to the table. Successful teamwork, when leveraged, drives business development and improves efficiency and achievement by tapping into the unique strengths and qualities of everyone (<http://smallbusiness.chron.com/importance-teamwork-work-11196.html>). The following are the most important benefits teamwork can offer to an individual and an organization.

2.2.4.1 Team Work raises Creativity and Learning

When people work together in a team they come up with different ideas that are way better than what a solo member can provide. It is here that the unique thoughts of each team member get combined and a creative idea originates. Open discussions provide ample space to learn. The shared knowledge from each other's' experience, skill, talent, and ability offers a learning example for the rest of one's career where both individual and team's creativity and learning grow mutually. Dinsmore and Cabanis- Brewin agree that "the team approach stimulates innovation and encourages people to try new approaches to problems" (Dinsmore and CabanisBrewin, 2014, p.38).

2.2.4.2 Team Work builds Trust

Teamwork reinforces bonds. Each member depends on the other and creates trust. Hence, even though there are minor disagreements, it is a confidence that enables them to again work together and solve problems. A close bond that overcomes even small conflicts is shared. Trust among members of the team offers a sense of security and builds solidarity among each other. Each participant understands the various strengths each of them has and this allows them to move forward with their relationships. Cooke is of the view that "Distrust can erode quality, slow decisions, and fragment cooperation. Trust that exists in a team is affected by the team's leadership; (...) promote positive feelings of predictability and logic within the team" (Cooke, 2005, p.171).

2.2.4.3 Team Work resolves Conflicts

Unsurprisingly, there are differences of views as different minds work together. Team members often belong to various lifestyles, habits, working styles, etc., which does not go well with other team members, leading to ego disputes and inevitably conflicts. It may also be a bigger problem not to discuss disagreements since conflicts are typically indicators of bad feelings and opportunities to blame each other. However, team members must understand that "conflicts and teamwork go together and that working cooperatively does not mean avoiding conflicts, but discussing them open-mindedly to aid their joint work" (Tjosvold, 2015, p.126).

2.2.4.4 Team Work promotes Ownership

Ownership produces a feeling of owning something. It may be the contributions to a project, attempts to complete a mission, or even to deal with challenges and create essential jobs that make the members of the team feel fulfilled and satisfied. Ownership provides a sense of

belonging to a specific team and its members, thereby fostering strong partnerships and productive contributions. It also encourages commitment to the brand and a gut feeling of sticking with it for a longer period. Speck describes Subjective evaluations of the team's social interactions, efficacy, decision-making opportunities and team composition by team members are linked to job engagement and turnover intentions. (Speck, 2006, p. 70).

2.2.4.5 Team Work offers healthy risk-taking

That is when truly effective leadership begins to emerge when team members become leaders themselves" (Larson and LaFasto, 1989, p. 129). Teamwork promotes effective work approaches not only by the individual skills set but also by team skillset as a The whole of today's workplace is a collaborative based workplace. Teamwork offers the best positive ways to develop one's skill and learn from other skills too. There is no clear evidence to state that success is sure because everyone in the team is well organized. However, studies reveal that members of a team performing on a task together can come up with better results than when working alone. However the issue that now emerges when teamwork has plenty of advantages is how a team is created or built. Knowing the stages of team growth becomes crucial and imperative. The four stages of forming a team are described below.

2.2.5 Characteristics of Effective Teams

The following are eight characteristics of effective teams as identified by Reenen, (2007); The team has to have a clear objective. Make flimsy motherhood remarks. Team goals will aim for a particular target of performance, expressed in such simple terms that when the goal has been accomplished, everybody understands. The team must have a mechanism that generates outcomes. The team should be allowed to function in a way that yields results.

- i. **The team needs to have qualified members of the team:** I. This can be taken in the sense of education to mean that the issue provided to the team should be one that members can solve because of their level of expertise.
- ii. **The team needs unified commitment:** This is not to say that members of the team must compromise on anything. This implies that everyone has to concentrate their attention on the target.
- iii. **The team needs to have a culture of cooperation:** It is an atmosphere of confidence brought about by truthful, transparent, consistent, and respectful actions. Teams perform well with this climate... without it, they struggle.
- iv. **The team has to have high standards that everyone understands:** Team members need to know individually and collectively what to expect of them. Vague statements like "positive attitude" and "demonstrated commitment" are not sufficient enough.
- v. **The team must receive support and motivation from outside:** Encouragement and affirmation work in inspiring teams just as well as for individuals. The leadership of the team has to be a theory. Teams generally need somebody to lead the initiative.
- vi. **The team needs full effort.** This is not to suggest that on anything, team members have to agree. This implies that everyone has to concentrate their attention on the target. If an entity's activities go exclusively against personal interests, then the team must resolve this and fix the issue.
- vii. **The team must have a collaborative climate:** It is an environment of confidence brought about by truthful, open, consistent, and respectful conduct. Teams perform well in this setting ... If they don't, they fail. The team must have high expectations which are understood by all. Team members need to know what to expect from them collectively

and individually,. Vague assertions like "positive attitude" and "demonstrated commitment" are not sufficient enough.

- viii. **The team must receive support and motivation from outside:** Motivation and gratitude work with team empowerment, as well as for individuals. The team's leadership must be ethical. Typically, teams need someone to steer the initiative. Team members need to recognize that the team leader has a job because they have outstanding leadership qualities and work for the benefit of the team.

Other Benefits of employee teamwork in an organization

Thompson (2000) defined a team as a group of people who are interdependent on information, resources, and skills and who seek to combine their efforts to achieve a common goal. He further stressed that the team has five keys defining characteristics.

- First, the team exists to achieve a shared goal; simply put, teams have work to do. The team produces outcomes for which members have collective rewards.
- Second, With regard to certain shared objectives, team members are interdependent. The characteristic of teamwork is interdependency. It implies that for data, skills, money, and so on, team members must rely on others.
- Third, Teams are limited and stay reasonably stable over time. Teams are characterized by M-cShone (1998) as a group of two or more individuals who communicate and influence each other and are collectively responsible for achieving shared goals and are linked to organizational goals and view themselves within the organization as a social entity. Boundedness suggests there is an identifiable membership of the team; both members and non-members. For a meaningful period of time, most teams work together, long enough to achieve their goal.

- Fourth, team members have the power to handle their jobs and internal procedures.
- Finally, teams work in the sense of a broader social structure. Teams do not island themselves. In a larger company, often with other departments, they do their job. It is crucial to remember that a gradual process that takes considerable time and expertise in the formation of efficient working relationships between employees. It is common to have a certain amount of anger and conflict. The cohesion that is kept together by several variables is needed by an efficient team. One first needs to know the factors that impact effective teamwork to understand how to assemble an effective team. When you know how to build a healthy team climate, you will begin to expect positive team performance. According to (Newsroom, 1999), a team is driven by a common goal. To have an effective team, that common goal needs to be spelled out in advance and understood by team members.

In conclusion, Communication in developing an effective team happens on two levels: Communication with members of the team and communication with the team from management. Promote open contact between teammates so that they can learn how to communicate with each other. As well as formal contact, this implies casual communication. Encourage team members outside of the workplace to communicate to establish effective communication. Managers should hold regular meetings to keep a team updated on important information and to offer training (Czaplewski, 2003).

- **Division of Work:** Teamwork ensures that there is an equal and fair distribution of work within the company. A fair distribution of work ensures that every job at hand is undertaken by each person or work unit with the best possible effectiveness. The

division of work, also, ensures that the work is done on time and deadlines are not extended.

- **Reduction of Risk:** There is a risk reduction when the mission at hand is performed with the highest possible effectiveness. The greatest benefit of business teamwork is that the responsibility of failure is shared by all the team members and it does not fall on any person's shoulders.
- **Subordination of personal interest to the needs of organization:** The subordination of personal interests to organizational interests is one of the key advantages of teamwork. This means that all members of the team put the most possible effort into their work, ensuring good quality and timely results. You may have found that two simple facts are illustrated in the list of benefits that work when spread decreases the workload of one person and a reduced amount of work guarantees optimization and efficiency. The following points highlight the importance of teamwork for companies. You complete the work on time with the aid of teamwork and generate high-quality product production. Teamwork also improves a company's goodwill and prestige. The value of teamwork in business in today's world is still felt because of the need for effectiveness and timely execution or work. It is therefore very important for any business organization to function not as a group of individuals with different motives and goals, but as a group of individuals with one motive and target, and a soul that reflects the picture of success

2.2.6 Factors affecting employee performance

- **Goal Clarity:** Willmot (2007) It asserts that individuals ought to bear in mind a clear image of every aim or purpose they want to accomplish. If this image does not exist,

they can not say if they are making progress or whether the mission or assignment has been completed, let alone whether it has been properly completed. Knight (2008) agrees and adds that keeping the end in view has been sage advice for almost two thousand years. The time spent by a manager to create, communicate, and explain the objectives or goals to be accomplished are time well spent.

- **Repertoire:** Nickols (2003) Writes that the individuals working towards it must have a sufficient, versatile repertoire to accomplish an aim. Despite changing conditions and environmental disruptions, they must be able to participate in whatever activities are required to obtain that objective. In certain circumstances, this will mean carrying out a routine that someone else has defined in advance. In other cases, it will require figuring out — on the spot — an appropriate course of action. He concludes that in many situations, the end to be achieved will remain constant but the conditions under which it is to attain will vary. Therefore, employees need to possess a suitable and flexible repertoire.
- **Knowledge of Structures:** According to Fred (2003), figuring out what to do in a particular situation requires knowledge of the structure of that situation. People need to consider the elements that make up the situation, how certain elements are related to each other and the connections that occur between these elements and between them. This awareness of the situation's structure enables individuals to tell how the actions they take will lead to the outcome they want. It also helps them to say the acts that will lead to it, for a given outcome. Without this knowledge, the action is nothing more than a shot in the dark and it relies primarily on chance or intuition to produce the desired results. Sara (2004) agreed and added that employees can only perform to the

best of their knowledge and therefore those with good knowledge about the structures will perform better.

- **Feedback:** Gerhart (2004) wrote that without information about actual conditions with intended goals or results, no one can perform to standard. Such information is known as feedback. It tells progress, makes corrections and, finally, signals the goal's achievement. Feedback is usually available without much effort on the part of someone for most hard tasks (i.e. tasks involving tangible goods or other immediate and readily measured results of one's actions). Our actions and their consequences are known to us. But the feedback loop is open for soft tasks (i.e. tasks where the results of our decisions are not observable, immediate, or readily measured). This is particularly true because the main influence of the actions of an individual is the reactions of other people. Therefore, lack of good feedback leads to a lack of correction and hence poor performance.
- **Mental Models:** Sara (2004) It argues that in the absence of feedback, individuals have no choice but to behave in ways that are compatible with internal perceptions or mental models of what is acceptable or what should work instead of external knowledge on what is and what is not working. For this reason, spending time engaging with individuals to determine the conceptual models they typically use in cases where input is not readily available is worthwhile. In certain situations, mental constructs that are insufficient or ineffective will emerge. In other instances, mental models that are superior to those held by most individuals can arise. This implies that the performance of employees depends not only on the data provided to the employees but also on their mental models.

- **Motivation:** Kathleen (2004) It claims that one thing is to be worthy of doing something; and absolutely want to do something else. It tells progress, makes corrections and, finally, signals the goal's achievement. Feedback is usually available without much effort on the part of someone for most hard tasks (i.e. tasks involving tangible goods or other immediate and readily measured results of one's actions). Apart from the primary motivating factor for achieving the task, it can come from several sources. Inside the team, everyone as well as sub-groups also have their motives. There can be motivations that have a negative impact, although most of them are positive. The team members' expectations may be different or even opposite. This within the team can lead to frustration and conflict. Hidden agendas and private goals can also be destructive if team members place them above the group's needs. "When hidden agendas become more important than a group's stated agenda or goal, the result can be group frustration, unresolved conflict, and failure" (Engleberg & Wynn, 2010, p. 38). Another aspect that has negative consequences is a lack of motivation. This exists when there is not sufficient 'buy-in' from the member(s). When a team member or sub-group simply has no motive to work within the team it can lead to poor performance and dissatisfaction with others on the team. To maintain productivity and positive interaction clear expectations need to be defined. Also, recognition of hidden agendas and resolving those conflicts should be a priority. Individual and team motives need to be relative to facilitate group productivity.
- **Environment:** Rynes (2004) discovered in his performance studies that performance may not occur if environmental factors are so unacceptable as to present insurmountable performance barriers. He writes that on windy days, most of us can

drive our cars successfully, but none of us can drive through a tornado. In less dramatic terms, our ability to perform as intended, regardless of our motivations or our repertoire, the existence or absence of input and the consistency of the mental models that direct our thought and behavior, may be interfered with by missing instruments and equipment, conflicting interests, an oppressive environment and other factors. In short, the task environment must support the desired performance; it must be manageable, at the very least.

- **Technology:** According to Samuel (2010), Technology is a key instrument that can be used to improve the efficiency of employees. Ha writes that technological changes followed by employee training will dramatically increase their efficiency levels because it decreases the burden of manually doing the job..
- **Abilities, training, and experience:** Scott (2000) defined ability as the capacity to learn and perform the tasks required. He revealed that a good mixture of ability, training, and experience is the root cause of best performances. He asserts that best-performing employees at least have two of the three factors.
- **Work-Home Balance:** Berman (2001) He wrote that personal concerns can also impact the productivity of workers as much as an employer does not want to be impacted by the personal lives of his employees. Managers need to be receptive to personal employee concerns and willing to address employee issues if necessary. If an employee needs time off to deal with a personal issue, giving that time off will help show all your employees that the company values its employees. As a researcher, I strongly support the above factors that affect employee performance as valid even in

the present situation hence employees should take them seriously and find out how to mitigate their effects to have improved employee performance.

2.2.7 The Impact of Teamwork on Organizational Performance

The impact of teams on organizational performance has been a topic of many kinds of research done by academics and practitioners for the previous years (Jones et al, 2008). The primary likely explanation for the belief that teams can influence the performance of organizations is this attentiveness. Some researchers want a team to be particularly important in achieving organizational goals and in evoking success among subordinates. Several explanations indicate that a relationship between teamwork and success should exist. Scholars and clinicians say that performance enhancement can be facilitated by effective team behaviors.

Understanding the effect of teamwork on results is critical as companies face new challenges, since teamwork is seen by some researchers as one of the main motivating forces for improving the performance of a business (Jones et al, 2008).

Teamwork is the idea of cooperative people working together as in sales teams, sports teams, etc. It has also become so respected that many large businesses have developed complex measures to assess the teamwork capacity of potential employees. Hence, In most workplaces, it has become a significant aim, believing that teamwork gives workers a sense of control and facilitates collaboration (Adeleke, 2008). The team has been around for as long as anyone can remember, and there may be few organizations in one way or another that have not used the team. It is common to hear that management teams, development teams, support teams, or even whole companies are referred to as teams, which means that many organizations are now moving towards a "team-based" approach to work, which suggests that working in teams is the

fundamental method used in these organizations to get work done. As a result, employers stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Richard, 1991). McShone (1998) As the fundamental building blocks of an enterprise, teams replace individuals, French-language television shows have moved to team-based ventures and offer teams more recognition than individuals. Companies are not only searching for technological expertise, but are looking for individuals who can collaborate and solve challenges in teams. Teams and teamwork are not new ideas, according to Steiner (1972); teams and team thinking have been around in companies such as Procter and Gamble and Botany for years. In the 1980s, when U.S. corporations retooled to battle Japanese rivals who were increasingly gaining market share, the manufacturing and auto industries implemented a new team-oriented strategy. Brown et al (1996) analyzed the vast body of research that indicates that teams can be more than the conventional organizational framework for easily and efficiently making decisions. He also said that teams are needed for the potential restructuring and reengineering processes, providing instances of drastic improvements in simple changes such as promoting input and feedback from employees on the line. Even from the time of creation, God applied the concept of teamwork when he said, "Let us make man in our image" (Genesis1:26, KJV). This statement brings out the fact that God is the creative process work with other heavenly beings hence the essence of a team in bringing productivity, 'Man'. This means that teamwork was present in the ancients' days and was having a greater impact on the performance of almost all the organizations at that time.

Research conducted by some scholars on this same topic has let me know that teamwork is still in existence in this modern world, then if it is so, how come Nigerian organizational culture lacks knowledge about the relation of Teamwork and knowledge to achieve the best results.

2.2.8 Organizational Performance

It is not easy to stipulate what exactly is meant by organizational performance. A performance organization is generally understood to be one with higher operational and financial effectiveness, as well as a higher level of satisfaction among employees. It is an organization that can respond rapidly to its customers' demands, offer good quality services and products, and continue to improve its competitive ability (Robertson, Callinan & Bartram, 2002).

2.2.9 Measuring Revenue Generations as Part of Organisational Performance

According to Denison and Fey (2003), organizational performance can be measured by such subjective criteria as overall performance, market share, sales growth, profitability, and employee satisfaction, quality of products and services, and new product development. Companies that have reorganized their employees into teams say that teamwork improves sustainability by improving efficiency, improving quality, and fostering creativity, taking advantage of the opportunities presented by technological advancements, and improving employee morale and dedication. A summary of this is that teamwork can bring about a major increase in morale, job satisfaction, and efficiency of employees. Quality outcomes in terms of efficiency, quantity, and timeliness are meant by organizational productivity. With regards to the pharmaceutical industry, this could be measured in terms of cost-effectiveness, increment in revenue generations as well as an increment in the level of customers' patronage. It is believed that teamwork can make effective and efficient use of labor thereby improving productivity and consequently increment in revenue.

2.3 Theoretical Review

Theories are submitted to propose teamwork and its effect on organizational performance. It also centered on how teamwork can be improved so as have an increase in the general output of an organization. Various theories are used to explain teamwork and its effect on organizational performance.

2.3.1 Team Performance Theory

Team performance theory is a descriptive framework that has developed into integrating a general approach to input-process analysis, whereby independent and dependent variables may feed into the analytical method. For example, team performance (productivity), environmental variables, organizational variables, individual input variables, team input variables, and variable team processes (orientation, communication, adaptation, and engagement) can all be analyzed. According to Paris (2000:1056), the use of team performance theory that tests team-versus team-outcome behavioral and attitude processes will shed light on task accomplishment and success evaluation.

2.3.2 HRM-Performance Linkage model

The HRM-performance linkage model of Becker and Huselid (1998) and Wright et al. (2003) whose core philosophy suggests that teamwork has a direct effect on the skills and morale of workers, which are ultimately converted into an improved employee / organizational performance. The HRM-performance linkage model is based on the resource-based view (RBV) which states that increasing employees' abilities and motivation, through teamwork will ultimately improve employee/organizational performance (Lopez et al., 2005). The RBV

perspective argues that an organization's capacity for competitive advantage is based on its ability to harness the inimitable characteristics of its human resources and capabilities pool.

2.3.3 Theoretical Framework

The theory adopted to anchor the study is a team performance theory developed by Paris (2000:1054). Team performance theory is a descriptive framework that has developed into integrating a general approach to input-process analysis, whereby independent and dependent variables may feed into the analytical method. For example, team performance (productivity), environmental variables, organizational variables, individual input variables, team input variables, and variable team processes (orientation, communication, adaptation, and engagement) can all be analyzed. According to Paris (2000:1056), the use of team performance theory that tests team-versus team-outcome behavioral and attitude processes will shed light on task accomplishment and success evaluation. Engagement and orientation are both behavioral and attitudinal problems in this study and are thus adaptable to the context of team success.

2.4 Empirical Review

The impact of teamwork and its effect on organizational performance has been investigated in prior research studies. However, different factors have been used to measure the impact of teamwork on organizational performance. This section is divided according to the research objectives. Some of these works are identified below:

- Irefin (2014) The impact of employee engagement on organizational efficiency at Coca Cola Nigeria Limited has been investigated. The focus of the study was on the influence of employee commitment on organizational performance and employee turnover. Using both descriptive and explanatory research methodologies, a five-point numerically Likert-

type questionnaire was designed and administered among the selected staff of Coca Cola. The study hypothesis was tested with the Pearson Correlation Coefficient. The outcome of the analysis showed that the level of employee commitment was very high. It also revealed a very high positive relationship between employee commitment, organizational performance, and employee turnover.

- Judeh (2011) explored the level of employee involvement and extent of teamwork effectiveness in the Jordanian glass and ceramic industry. Using descriptive statistics (one-sample t-test and independent sample t-test, linear regression, and ANOVA) for analysis of questionnaire data collected from 176 participants, it was shown that there is a significant effect of employee involvement on the team effectiveness. The researcher recommended that the teamwork atmosphere ought to be improved in the organization.
- Frimpong and Fan (2010) examined the relationship between employee motivation and team performance within the banking sector of Ghana and China. A questionnaire-based approach was used to survey five banks in Ghana and five in China. The results of their analysis indicate a variation in individual motivation compared to the motivational level of an individual in a team. The study also shows that team motivation has a positive impact on subsequent team performance. In Ghana, the strongest motivator is recognition while in China, the strongest motivator is wages. For Ghana respondents, understanding among members affect team performance the most while in China, commitment affects team performance the most.
- Anuja and Arulrajah (2013) An empirical knowledge gap with regard to team working practices and team orientation in the banking sector was found and a comparative study was agreed to be carried out. They aim to understand team work practices in the selected

banks in their research, explore the level of team orientation of employees of both state and private banks, and analyze the differences in employee team orientation according to gender, age, education, grade, work segment, and experiences. Both secondary and primary data were gathered from 115 employees. A questionnaire was used to collect the primary data. Using univariate descriptive measures such as mean and standard deviation, a cross-tabulation analysis was carried out. Their unit of analysis was the bank employees. Findings revealed that various team working practices are present in both the state and the private banks. It was also discovered that there is a high level of team orientation in all the banks (mean value is ≥ 3.5) with slight variations across banks. Differences were also noticed in the explanation of the concept of teamwork in the banks studied.

2.5 Summary of Gap in literature

Many of the empirical reviews revealed the effect of employees team on team performance and also the level of employees and teamwork performance yet few to none revealed the motivation of employees commitment to work as a team than individual and the effect on organizational and team performance. It also states the reasons why teamwork should be encouraged in an organization. The different methodologies used by the diverse authors, the settings or surroundings under which the studies were carried out, the nature of data, sources of data and so many more could also account for the gaps in literature.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that includes: research design, population study, study area, data collection instruments, data processing tools, study tools, data sources and data

analysis. It also provides the sources of the data which is primary and secondary data and how it was derived. The sampling size and technique used will also be discussed in this chapter.

3.2 Research design

The research design was concise. The concept has utilized qualitative as well as quantitative. Included in the qualitative method was the use of interviews, while quantitative methods included the use of descriptive statistics produced by frequency tables, graphs and charts. Qualitative and quantitative approaches were adopted to allow the researcher to obtain and interpret information about the opinions of the respondents on the impact of teamwork and performance of the employees of GREENLIFE PHARMATICECAL LIMITED

3.3 Study Area

The study is to be conducted at the GREENLIFE PHARMATICECAL LIMITED since it performance has prevalent observable traits. The population of the study consists of organizations represented by GREENLIFE PHARMATICECAL LIMITED. The total population of the study is 243.

3.4 Sample Size and Sampling Technique

Due to numerous organizations present in Nigeria, the sample size shall be limited to information for the company services from employees of GREENLIFE PHARMATICECAL LIMITED, and from the customers who come directly to GREENLIFE PHARMATICECAL LIMITED.

using the yaro yamene method.

n =

n =

$$n = 243 / (1 + (243 * [0.05]^2))$$

$$n = 243 / 1.6075$$

$$n = 151.17$$

Therefore, the sample size is 151.17 (2 d.p) which is ve

Where the following are defined;

n = sample size

N = Total population

e = standard error (1-10%)

l = constant

3.5 Sources Data

The key sources of data used in the analysis of the research work were both primary and secondary data sources. The study used a questionnaire and interview guide in support of the primary data process. The researcher gathered secondary information from multiple sources such as; company's, reporting, textbooks, internet, and journals. Visiting sites such as libraries and internet cafes checked this information and this type of information reinforced the data obtained from multiple categories of the respondents.

3.5.1 Validity of Research Instrument

Validity is defined as the degree or ability of a tool or a measuring instrument to measure what it is designed to measure. Content validity denotes that the contents of the scale are broad enough to cover the full range of the subject matter while construct validity tests the accurate measurement of the diverse phenomena associated with that construct. The figures used for this work were data that will duly be collected from GREENLIFE PHARMATICECAL LIMITED.

3.6 Method of Data Collection

The study will involve the use of quantitative and qualitative method. The use of questionnaire will be employed as well as face-face interaction with the workers and customers of GREENLIFE PHARMATICECAL LIMITED.

3.7 Method of Data analysis

The use of mean, mode, median, percentages and correlation analysis to test hypothesis will be utilized. Presentation of data involved use of tables and graphs that were generated from the questions relevant to the study variables. Interpretation and discussion of the results was done as the researcher explained the strength of the study variables basing on the frequencies and percentages, charts and graphs.

3.8 Instrument Structure to Meet Research Objectives

The questionnaire was designed to contain simple question based on the set objectives of the study. It was simple and easy to understand to ensure respondents provided relevant data to meet the objectives of the study. The questionnaire distributed to respondents contained relevant close ended questions for the purpose of attaining the research objectives of the study. The questionnaires were in three parts. Section A was designed for background information of the respondents. Section B sought to collect data on the Perception of Teamwork in terms of mutual support and Benefit of employees teamwork on employees and Section C was designed to gather data to examine the Factors affecting employees performanceand impact of teamwork on organization performance.

3.9 Procedure for Data Collection

Data was obtained from several the organization's staff and management. Questionnaires were distributed to individuals or employees employed in different departments. The questionnaires are obtained by the Organization and the researcher.

3.10 Method of Data Analysis

Qualitative data analysis was used. It was used to determine the percentages and frequencies in the data analysis. Data gathered through questionnaires was presented in tables and bar charts using SPSS.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation of results which begins with the description of the bio-data information. The objectives and hypotheses formulated for this study guided the arrangement of the tables. A summary of the main findings follows each hypothesis.

Table 4.1: Sociodemographic Characteristics

Variable	Frequency	Percentage
Gender		
Male	68	47.60
Female	75	52.40
Age		
≤20	2	1.4
21-30	95	66.40
31-40	20	14.00
Above 40	26	18.20
Marital Status		
Single	50	35.00
Married	87	60.80
Divorced/Separated	2	1.40
Widowed	4	2.80
Level of Education		
Secondary	5	3.50
Tertiary	69	48.30
Postgraduate	69	48.30
Duration of Employment		
Less than 2years	4	2.80
2-4years	77	53.80
Above 4 years	62	43.40

Cadre		
Management Staff	9	6.29
Administrative Staff	22	15.38
Senior Staff	82	57.34
Junior Staff	30	20.99

Table 4.1 showed Sociodemographic characteristic of the respondents. Slightly more than half (52.40%) were female and 47.60% male. More than Sixty six (66.40%) of the respondents are between the age 21-30, 18.20% above 40 years, 14% between the age of 31-40, while only 1.40% are below the age of twenty. About 61% of the respondents are married, 35% single and never married, while the rest are either divorced/separated or widowed. Majority (54.55%) of the respondents are graduates of tertiary institutions,unimaginable 41.96% hold Postgraduate Degrees, while about 4% are School sat holders. It is noteworthy that 53.80% of the respondents have between 2-4 years duration of employment, with only about 43.40% having more than 5years duration of employment. About 51% of the respondent belong to senior category, 27.45% management staff, and 21.56% belong junior staff category. Sizeable number (29.43%) of respondents were financial managers, 28.43% were accountants, 24.51% were internal auditors, 9.8% chief accountants and 7.84% occupied chief internal auditor position.

Table 4.2: Respondents' Perception of Teamwork

S/N		SA	A	U	D	SD	Mean	SD
1	Teamwork is a core ingredient toward enhancing better organizational performance.	119 (83.22)	10 (6.93)	6(4.20)	3(2.10)	4(2.80)	3.89	0.93

2	Team members assist and complement each other to build each other and improve organizational performance	110 (76.90)	30 (21.00)	----	3(2.10)		4.72	0.57
3	Feedback between team players is essential and promotes positive interactions	61(42.70))	75(52.40))	4(2.80)	2(1.40)	1(0.70)	4.28	0.97
4	Teamwork involves the relay pertinent information in timely manner and verify information they receive from one another	33(23.10))	99(69.20))	3(2.10)	5(3.50)	3 (2.10)	4.08	0.78
5	Teamwork involves synergizing outcome and development of human capital resources.	42(29.40))	90(62.90))	6(4.20)	3(2.10)	2(1.40)	4.19	0.69
6.	Clear and open communication facilitate effective teamwork.	69(48.30))	68(47.60))	2(1.40)	4(2.80)		4.41	0.66
7.	Teamwork encourages adaptation to diversity of	55(38.50))	74(51.90))	9(6.30)	2(1.40)	3(2.10)	4.30	0.65

	workers in work environment							
	Summary of Results						3.86	1.18

From table 4.2 above, over 90% of the respondents perceive teamwork as a core ingredient toward enhancing better organizational performance, 4.2% undecided and about 5% disagreed, Also, 97.90% perceive that team members assist and complement each other to build each other and improve organizational performance, 2.10% disagreed. Majority (91.30%) of the respondents also perceived teamwork as involving synergizing outcome and development of human capital resources, 1.40% undecided and 3.5% disagreed. Finally, 96% of the respondents see clear and open communication as effective facilitator teamwork, 1.4% undecided, and 2.8% disagreed.

Table 4.3: Benefits of Teamwork

S/N		SA	A	U	D	SD	Mean	SD
1	Promotes interpersonal relationship among employee)	64(44.76	60 (42.0)	9(6.30)	5(3.50)	5(3.50)	4.23	1.00

2	Teamwork encourages effectiveness and efficiency and productivity	51(35.66))	67(46.85))	8(5.60)	8(5.60)	7(4.90)	3.99	0.99
3	Teamwork reduces employee's mistake	20(13.99))	79(55.24))	14(9.79)	15(10.49)	15(10.49)	3.87	0.82
4	Teamwork aids easy communication	39(27.27))	72(50.35))	14(9.79)	10(6.99)	8(5.60)	4.03	0.87
5	Teamwork reduces cost	36(25.17))	64(44.75))	15(10.49)	23(16.08)	5(3.50)	3.73	1.19

Table 4.3 above shows the responses gotten on the benefits of teamwork. Most of the respondents (87.8%) agreed that teamwork promotes interpersonal relationship among employees, 6.3% undecided and 7% disagreed strongly. More than eighty percent agreed that teamwork encourages effectiveness, efficiency, and productivity, 5.6% undecided, another 5.6% disagreed and 4.9% strongly disagreed. Few (13.99%) of the respondents strongly agreed that teamwork reduces employee's mistake, 55.24% agreed, 9.79% were undecided, 21% disagreed. Majority (44.75%) of the respondents agreed that teamwork reduces cost, 25.17% strongly agreed, 10.49% undecided and 20% disagreed.

Table 4.4: Factors affecting employee's performance

S/N		SA	A	U	D	SD	Mean	SD
-----	--	----	---	---	---	----	------	----

1	Motivation	119 (83.20)	15 (10.50)	4(2.80)		5(3.50)	4.70	0.61
2	Teamwork	94(65.70)	34(23.80)	9(6.30)		6(4.20)	4.47	0.94
3	Staff Training	31(21.70)	105 (73.50)	2(1.40)		5(3.50)	4.09	0.73
4	Work conditions	24(16.80)	110 (76.90)	2(1.40)	7(4.90)		4.09	0.73
5	Good salary package, incentives and remunerations	131 (91.60)	12(8.40)				4.91	0.27
6.	Technological advancement	59(41.30)	73(51.00)	11(7.68)			4.33	0.61

From the table 4.4 above, 83.2% of the respondents strongly agreed that motivation boost employees' performance, 10.5% agreed, 6.3% undecided, only 3.5% disagreed ($m=4.7\pm 0.61$). Most (65.70%) of the respondents strongly agreed that teamwork boost employees' performance. 23.8% agreed, 6.3% were undecided, and 4.2% strongly disagreed. Majority (91.6%) of the respondents strongly agreed that good salary package, incentives and remunerations affect employees' performance, 8.4% agreed, no respondent disagreed or undecided on this ($m=4.91\pm 0.27$).

Table 4.5: Impact of Team work on organizational performance

S/N		SA	A	U	D	SD	Mean	SD
1	Teamwork affect output	30(21.00)	104	7(4.90)	2(1.40)		4.13	0.54

)	(72.70)					
2	Teamwork brings increment in revenue generation	9(6.30)	166 (81.10)	12(8.40)	6(4.20)		3.90	0.55
3	Teamwork has positive effect on organisational performance	32(22.40)	99(69.20)	5(3.50)	4(2.80)	3(2.10)	4.06	0.75

From the table 4.5 above, about 94% of the respondents agreed that teamwork influence organisational performance, 4.9% undecided and 1.4% disagreed. Also, majority (81.1%) agreed that teamwork brings increment in revenue generation, 6.3% strongly disagreed, 4.2% were undecided (m=3.9±0.55). Finally, 69.2% agreed that teamwork has positive effect on organisational performance, 22.4% strongly agreed, 3.5% were undecided, 2.8% disagreed, and 2.1% strongly disagreed.

Table 4.6 Correlation Matrix

Correlations		Perceptio n	Factors Affecting	Benefit
Performance	Pearson	.290**	.522**	.056

	Correlation			
	Sig. (2-tailed)	.000	.000	.507
	N	143	143	143
**. Correlation is significant at the 0.01 level (2-tailed).				

Relationship between Perception of teamwork and Organizational Performance

From the table 4.6 above, it can be deduced there is significant fairly positive correlation (Pearson correlation=+0.290, $p < 0.001$) between perception of teamwork and organizational performance.

Relationship between factors affecting employees' performance and Organisational Performance

From the table 4.6 above, it can be deduced there is significant strong positive correlation (Pearson correlation=+0.522, $p < 0.001$) between factors affecting employees performance and organizational performance.

Relationship between benefits of teamwork and Organisational Performance

From the table 4.6 above, it can be deduced there is very weak positive nonsignificant correlation (Pearson correlation=-0.056, $p = 0.507$) between duration of employment of the respondents and organisational performance.

Test of Hypotheses

H_{01} : There is no significant relationship between the respondents' perception of teamwork and organizational performance.

H_{a1}: There is significant relationship between the respondents' perception of teamwork and organizational performance.

Table 4.7a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.290 ^a	.084	.077	.43873	1.373

a. Predictors: (Constant), Perception

b. Dependent Variable: Performance

Table 4.7b: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.486	1	2.486	12.914	.000 ^b
	Residual	27.140	141	.192		
	Total	29.625	142			
a. Dependent Variable: Organisation Performance						
b. Predictors: (Constant), Perception of teamwork						

Table 4.7c: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.149	.525		4.090	.000
	Perception	.423	.118	.290	3.594	.000
a. Dependent Variable: Performance						

The above tables (4.7a to 4.7c) the model summary result indicated that there is a weak positive correlation between perception of teamwork and organisational performance. This is reflected on the value of the co-efficient of the correlation (R) which is 0.290. This value indicates that the strength of the relationship between the two variables under study is about 29%. The co-efficient of determination (R^2) showed a value of 0.084 which indicates about 8.4%. This result implies that on the average about 8.4% variations in organisational performance can be systematically explained by changes in perception of teamwork. Thus, not more than 92.6% variations in the organisational performance remain unexplained by this explanatory variable. The coefficient value is 0.423 with a corresponding p value which is less than tabulated p-value of 0.05 at 5% α -level ($p < 0.001$, $t = 3.594$), this depicts significant relationship between Perception of teamwork and organisational performance. Therefore, the null hypothesis is rejected.

Hypothesis 2

H₀₂: There is no significant relationship between factors affecting employees' performance and organizational performance.

H_{a2}: There is significant relationship between factors affecting employees' performance and organizational performance.

Table 4.8a: Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.522 ^a	.273	.268	.39091	1.242

a. Predictors: (Constant), Factors Affecting

b. Dependent Variable: Performance

Table 4.8b: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.080	1	8.080	52.874	.000 ^b
	Residual	21.546	141	.153		
	Total	29.625	142			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Factors Affecting teamwork						

Table 4.8c: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.764	.314		5.626	.000
	Factors Affecting	.512	.070	.522	7.271	.000
a. Dependent Variable: Performance						

The above tables (4.8a to 4.8c), the model summary result indicated that there is a strong positive correlation between factors affecting teamwork and organisational performance. This is reflected on the value of the co-efficient of the correlation (R) which is 0.522. This value indicates that the strength of the relationship between the two variables under study is about 52.2%. The co-efficient of determination (R^2) showed a value of 0.273 which indicates about 27.3%. This result implies that on the average about 27.3% variations in organisational performance can be

systematically explained by changes in factors affecting teamwork. Thus, not more than 72.7% variations in the organisational performance remain unexplained by this explanatory variable. The coefficient value is 0.522 with a corresponding p value which is less than tabulated p-value of 0.05 at 5% α -level ($p < 0.001$, $t = 7.271$), this depicts significant relationship between factors affecting teamwork and organisational performance. Therefore, the null hypothesis is rejected.

Hypothesis 3

H₀₃ There is no significant relationship between the benefits of teamwork and organizational performance.

H_{a3} There is no significant relationship between the benefits of teamwork and organizational performance.

Table 4.9a: Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.056 ^a	.003	-.004	.45766	1.143

a. Predictors: (Constant), Benefit

b. Dependent Variable: Performance

Table 4.9b: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.093	1	.093	.443	.507 ^b
	Residual	29.533	141	.209		
	Total	29.625	142			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Benefit						

Table 4.9c: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.702	.499		7.423	.000
	Benefit	.077	.116	.056	.666	.507

a. Dependent Variable: Performance

The above tables (table 4.9a to 4.8c) the model summary result indicated that there is a very weak positive correlation between benefits of teamwork and organisational performance. This is reflected on the value of the co-efficient of the correlation (R) which is 0.056. This value indicates that the strength of the relationship between the two variables under study is about 5.6%. The co-efficient of determination (R^2) showed a value of 0.003 which indicates about 0.3%. This result implies that on the average about 0.3% variations in organisational performance can be systematically explained by changes in benefits of teamwrk. Thus, not more than 0.3% variations in the organisational performance can be explained by this explanatory variable. The coefficient value is 0.056 with a corresponding p value which is greater than tabulated p-value of 0.05 at 5% α -level ($p < 0.507$, $t = 0.666$), this depicts nonsignificant relationship between benefits of teamwork and organisational performance Therefore, we do not reject the null hypothesis.

Regression Matrix

The regression matrix shows the overall regression of the dependent variable (organisational performance) and independent variables (Perception of teamwork, factors affecting organisational performance and benefits of teamwork)

4.10a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.622 ^a	.386	.373	.36167	1.495

a. Predictors: (Constant), Benefit, Factors Affecting , Perception

b. Dependent Variable: Performance

Table 4.10b: Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.444	3	3.815	29.164	.000 ^b
	Residual	18.182	139	.131		
	Total	29.625	142			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Benefit, Factors Affecting , Perception						

Table 4.10c: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	.011	.568		.019	.984		
	Perception	.556	.111	.381	5.028	.000	.770	1.298
	Factors Affecting	.533	.065	.543	8.156	.000	.995	1.005
	Benefit	-.190	.104	-.138	-1.818	.071	.772	1.296

a. Dependent Variable: Performance

From the overall regression matrix tables above (Tables 4.10a-4.10c), the model summary result with the R-value of 0.622 indicates that there is a strong positive correlation between teamwork and organisation performance in Nigeria. This value indicates that the strength of the relationship between organisation performance and the independent variables under study is about 62.2%. The co-efficient of determination (R^2) showed a value of 0.386 which indicates about 38.6%. This result implies that on the average about 38.6%% of the organisational performance can be systematically explained by changes in all the independent variables. Thus, more than 62% variations in organisational performance can be attributed to other extraneous variables. Since calculated very high F-value (29.164) with its corresponding p-value ($p > 0.001$) is less than the p-value (5% α -level), we know there is significant statistical relationship between the teamwork and organisational performance.

The overall performance of the model in table above is satisfactory. Moreover, the equally high adjusted R^2 attests to the good predictive value of the adopted model, as the error terms have little variance. This is further corroborated by the very high F-value of 29.164 which is significant at both the 0.05 and 0.01 levels of significance. Durbin Watson statistic of 1.5 is close to 2, pointing to the absence of auto-correlation. The average tolerance value is 0.846 (not less than 0.10) and the average Variance Inflation Factor is 1.2 (less than 2.5), indicating the absence

of collinearity. Thus, the empirical results obtained are meaningful and not spurious regression results.

The overall regression model therefore can be stated as:

$$\text{Organization Performance} = 0.11 + 0.568(\text{Perception}) + 0.533(\text{Factors affecting performance}) - 0.19 (\text{Benefits of TW}) + \mu$$

4.2 Discussion of Findings

Bible says; "Two are better than one, because they have a good reward for their hard work. For if one of them should fall, the other one can raise his partner up. But how will it be with just the one who falls when there is not another to raise him up?" (Ecclesiastes 4:9-10, KJV). Teamwork according to Katzenbach and Smith (1993) can be defined as "a group of people with harmonizing (complementary) skills who are devoted to a shared purpose, performance goals, and approach for which they are jointly accountable". This study sought to determine the impact of teamwork on organisation performance. The study collected data from 143 staff of Greenlife pharmaceutical company, Lagos, Nigeria. The Sociodemographic statistics collected showed that female respondents (52.4%) are slightly higher than their male counterpart. Greater proportion of the respondents fall below the age of 40years, this implies that most of the staff of Greenlife Pharmaceuticals are youthful and full of energy, which might be since older staff are being laid off or they are leaving for greener pastures.

Over Ninety percent of the respondents have minimum of University degree or its equivalent with sizeable of them having postgraduate degrees. This implies that the respondents are well knowledgeable and learned, therefore, information supplied by them can be confidently said to be reliable. Also, about 80% of the respondents belong to senior, administrative, or management

staff categories. Most of the respondents perceive teamwork as a core ingredient toward enhancing better organizational performance and that team members assist and complement each other to build each other and improve organizational performance. They also perceived teamwork as involving synergizing outcome and development of human capital resources and that clear and open communication is essential for effective teamwork.

Most of the posited that teamwork promotes interpersonal relationship among employees and encourages effectiveness, efficiency, and productivity, while only a few agreed that teamwork reduces employee's mistake, though they agreed that teamwork reduces cost. The respondents strongly agreed that motivation band teamwork boost employees' performance. All the respondents unanimously agreed that good salary package, incentives and remunerations affect employees' performance ($m=4.91\pm 0.27$), no one disagrees. The sampled population also agreed that teamwork influence organisational performance, brings increment in revenue generation, and produce positive effect on organisational performance.

Test of hypothesis revealed a significant weak positive correlation between perception of teamwork and organisational performance. This is reflected on the value of the co-efficient of the correlation (R) which is 0.290, $t=3.594$ and $p\text{-value} < 0.001$. This value indicates that the strength of the relationship between the two variables under study is about 29% which is significant. The co-efficient of determination (R^2) showed a value of 0.084 which indicates about 8.4%. This result implies that on the average about 8.4% variations in organisational performance can be systematically explained by changes in perception of teamwork. Thus, not more than 92.6% variations in the organisational performance remain unexplained by this explanatory variable. Further test of hypothesis also revealed a strong positive correlation between factors affecting teamwork and organisational performance ($R=0.522$, $t=7.271$, $p < 0.001$). The final test of

hypothesis revealed nonsignificant very weak positive correlation between benefits of teamwork and organisational performance ($R=0.056$, $P=0.507$).

The study conducted regression matrix to determine the robustness of the test in term of linearity, autocorrelation, and multicollinearity. The model summary result with the R-value of 0.622 indicates that there is a strong positive correlation between teamwork and organization performance in Nigeria. This value indicates that the strength of the relationship between organization performance and the independent variables under study is about 62.2%. The coefficient of determination (R^2) showed a value of 0.386 which indicates about 38.6%. This result implies that on the average about 38.6% of the organizational performance can be systematically explained by changes in all the independent variables. Thus, more than 61% variations in organizational performance can be attributed to other extraneous variables. Since calculated very high F-value (29.164) with its corresponding p-value ($p<0.001$) is less than the p-value (5% α -level), we know there is significant statistical relationship between the organizational performance and independent variables.

The overall performance of the model in table above is satisfactory. Moreover, the high adjusted R^2 attests to the good predictive value of the adopted model, as the error terms have little variance. This is further corroborated by the very high F-value of 29.164 significant at both the 0.05 and 0.01 levels of significance. Durbin Watson statistic of 1.5 is close to 2, pointing to the absence of auto-correlation. The average tolerance value is 0.846 (not less than 0.10) and the average Variance Inflation Factor is 1.2 (less than 2.5), indicating the absence of co linearity. Thus, the empirical results obtained are meaningful and not spurious regression results.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter includes the summary, of the study from the inception of the study to the last chapters. It concludes from its findings and recommends to those involved based on the conclusion drawn from findings

5.1 Summary

Teamwork is an effective way of attaining success at the place of work or in the organisation. It (teamwork) assist in boosting the productivity, effectiveness, and efficiency of work as well as the performance of organisations. Organization prefers a team method of working in steering its activities as well as accomplishing its goals and objectives. This study, titled, Teamwork and its impact on organization performance was conducted with broad objective to study teamwork and its impact on organization performance. The study reviewed extensive literature on the concepts under study, and pinned the study on team performance theory developed by Paris.

The study adopted a descriptive design (survey) aims at assessing the impact of teamwork on organizational performance. The study setting was Greenlife Pharmaceutical Limited, Lagos State, Nigeria. Self-administered questionnaires was administered to 143 staff of the pharmaceutical companies, the respondents cut across all cadres and units of the company. The independents variable (teamwork) was measured by the perception of the staff to teamwork, factors affecting teamwork and benefits of teamwork.

The study respondents showed positive perception toward teamwork and see it as a core ingredient toward enhancing better organizational performance. The study also found the benefits of teamwork to include; promotion of interpersonal relationship, enhancement of effectiveness, efficiency, and productivity. According to the study the greatest factor that impact

employees' performance is good salary package, incentives and remunerations, while motivation and teamwork are other factors strongly indicated. The respondents also agreed that teamwork brings about increment in output, increase revenue generation and has positive effect on organisational performance.

The inferential findings of the study including test of hypothesis are as follow:

- The study discovered overall significant positive correlation ($R=0.622$, $P<0.01$) between teamwork and organisational performance.
- Test of hypothesis also revealed significant weak positive correlation ($R=0.522$, $p< 0.01$) between perception of teamwork and organisational performance.
- Strong significant positive correlation ($R=0.512$, $p<0.001$) between factors affecting employees' performance and organisational performance.
- Nonsignificant very weak positive relationship between benefits of teamwork and organisational performance.
- Teamwork is consistent and a core ingredient toward meeting organisation objectives, and fostering of conducive work environment.

5.2 Conclusion

Centered upon the outcomes of this study, it appears that strictly teamwork has a significant impact on organisational performance as revealed by previous studies, and it was not just a sheer impact but reasonably a direct impact of teamwork on organisational performance.

Again, this study is to serve as an enlightenment for any organisations that have jettisoned teamwork as a viable tool of organizational performance to start including it as one of their major tools in addition to good salary package, incentives, and remunerations, since it really has a significant positive impact on organizational performance.

An effective teamwork will produce outstanding results in both noticeable and invisible ways. People who are saddled with responsibilities should work and complement each other toward attaining the organisational goals and objectives. This will enhance synergism, block duplications of effort and enhance organisational performance. It is obvious that organisations will not improve on their performance ratings, unless there is unity of purpose and synergism among its workforce. This study concludes that, if given fully enshrined, teamwork is a potent tool to enhance organisation performance.

5.3 Recommendations

The study recommends that;

- Managers who have reduced teamwork must start engaging it by frequently organising training and development programs for staff of the organisation on the modality to form and work in teams prior its execution to enhance organisational performance.
- Awards and recognitions should be given to those workers who are deemed to be excellent team players.
- Awards and honours should be given to team and units and individual glorification should be discouraged.
- Good salary package, incentives and remunerations should be put in place to motivate workforce and enhance organisational performance.
- Psychosocial training on the social interaction.

5.4 Continuation to Knowledge

Theoretically, the effect of teamwork should be examine on organization productivity and as such team members' abilities, trust, recognition, reward and esprit de corps should be analyzed

to see their individual and collective contributions and importance to productivity of the organizations

5.5 Areas of Further Studies

Further comprehensive policy research should be carried out in sensitive public agency and parastatal aimed at determining the following;

- ❖ Studies should be carried out among the management staff and employees to determine the relationship between teamwork and motivation.
- ❖ Studies should be carried out among the employees to ascertain the hindrances to the realization of teamwork and how to overcome them.
- ❖ Word of encouragement for future research is to aid the internal auditing function

5.6 Limitations to the Study:

Financial difficulties limited the scope and content of the study. Due to the oath and level of secrecy taken by people who were concerned; it was difficult for them to divulge information which would have been required on the topic. The target audience were having little interest in providing necessary information and data. In some cases, they were reluctant to supply the required information. Despite these limitations, a thorough observation was done during the study, to reduce the limitations so that conclusions that were drawn would be acceptable.

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Appendix

Questionnaire Tool (MTN Staff)

Dear Respondent,

I am **ADEBAYO THOMPSON DAVID**, a student at Mountain Top University offering Bachelor's in Business Administration. I am carrying out my research on "**Teamwork and its impact on organization performance**": **A Case study of Greenlife pharmaticecal Limied**". I kindly request you to provide me the necessary information having been chosen to be one of the respondents to enable me to complete my research project successfully.

Section A: Background information of the respondent

1. Gender of the respondent

i). Male ii). Female

2. Age of respondent in years

i). Below 20 ii). 20-30

iii). 31- 40 iv). 41 and above

3. Marital Status

i). Single ii). Married

iii) Divorced /separated iv). Widowed

4. Education Level

i). Primary ii) Secondary

iii). Tertiary iv) University

v). Other (Specify).....

5. Duration in organization MTN limited

(i) Below two years (ii) Between 2 & 4 years
 (iii) Above 4 years

6) Cadre:

- i. Administrative
- ii. Management staff
- iii. Senior
- iv. Junior
- v. Any other (please specify)

Section B: Benefits of employee teamwork at Greenlfe pharmaticecal Limied

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given (5 SA, 4 A, 3 UND, 2 D and 1 SD)

Perception of Teamwork in terms of mutual support	5 SA	4 A	3 UND	2 D	1 SD
Teamwork is a core ingredient toward enhancing better organizational performance.					
Team members assist and complement each other to build each other and improve organizational performance					

Feedback between team players is essential and promotes positive interactions					
Teamwork involves the relay pertinent information in timely manner and verify information they receive from one another					
Teamwork involves synergizing outcome and development of human capital resources.					
Clear and open communication facilitate effective teamwork.					
Teamwork encourages adaptation to diversity of workers in work environment					
Benefits of Teamwork					
Promotes interpersonal relationship among employee					
Teamwork encourages effectiveness and efficiency and productivity					
Teamwork reduces employee's mistake					
Teamwork aids easy communication					
Teamwork reduces cost					

3) Factors affecting employees performance

Statements	5 SA	4 A	3 UND	2 D	1 SD
Motivation					

Teamwork					
Staff training					
Work conditions					
Good salary package, incentives and remunerations					
Technological advancement					
Organizational performance					
Teamwork affect the increment of output					
There is increment in revenue generation					
Performance have a positive effect on teamwork					

Thank you