

Teamwork Approach and Perceived Organizational Productivity in National Control Centre (NCC), Osogbo, Osun State, Nigeria

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Abstract

This paper identified the contributions of teamwork approach on perceived organizational productivity in work organizations using the NCC, Osogbo, Osun State, Nigeria. The objective of the study was to determine the contribution of teamwork approach to perceived organizational productivity. Survey research design was used and 105 respondents were selected using simple random sampling technique. Questionnaire was used to collect primary data and it was analysed using descriptive statistics. Hypotheses were tested through regression and correlation analysis. The findings showed that teamwork approach has a significant contribution to the perceived organizational productivity; Teamwork approach is significantly and positively related to the Perceived organizational productivity. It was recommended that the current team building efforts in the NCC Osogbo should be improved to promote cohesion and interdependency in solving operational problems while the incentive scheme should be sustained to maintain high staff morale.

Keywords: Leadership, National Control Centre, Organizational productivity, Teamwork approach

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1. Introduction

An organization is a team work where many individuals work together to achieve common goal. Teams are created in an organization and processes are improved to increase competitive advantage. To create and implement team effectively, management system must be designed to fit the team environment to enhance the productivity. The team work is essential in an organization so that team work friendly management system should be designed (Jones, Richard, Paul, Sloane & Peter 2017). Team refers to a technique and process for organizing and coordinating a group of individuals to achieve the common goal. So, effective team is essence for organizational success (Prendergast, 2019) as different benefits are proposed for organizations in literature. A wide range of performance indicators are investigated. The effects can be categorized in three groups of outcomes. First, there are the indicators of operational performance, i.e. the performance outcomes with regard to the work process itself: workplace productivity (Benders, Huijgen, Pekruhl & O'Kelly, 2019; Glassop, 2016; Wageman, (2015). A second group is the indicators of indirect labour costs otherwise known as HRM outcomes which can contribute to the performance outcome of the organization. Examples are the levels of absenteeism and sickness or employee turnover (Homburg, Workman, Jensen, 2017). Finally, some studies are concerned with employee outcomes such as work satisfaction, commitment or intent to leave (Wageman, 2015; Glassop, 2016; Cohen & Bailey, 2017; Benders, Huijgen, Pekruhl, & O'Kelly, 2019).

Scott (2018) divided diversity of performance into two; financial performance (such as cost revenue or return) and non-financial performance (productivity, quality service innovation and personnel) For conducting an analysis of the influence of team structure on organizational performance, we concentrate on one outcome variable, namely productivity. Accordingly, we can found the choice of this performance measure theoretically. By the formation of self-contained unit, organization controlled external complexity by reducing individual coordination and control need. An essential condition for this approach is that the work process itself is fundamentally tackled by changing fragmented direct tasks in meaningful larger tasks and by re-integrating 'thinking and doing' or 'indirect' and 'direct' tasks (Hertog, 2017) Because of the task integration the employees have increased autonomy and job

control and are able to make greater use of their skills and problem-solving capabilities. One can speak of task enrichment and an enlarged ability to regulate and interfere by utilization of control capacity. In this way work systems are organized so that they can meet environmental needs while hardly to external disturbances. Assumed the same level of inputs, if problems and error can be removed, then the subsequent output would be predictable to be above that of a work system that had not been designed to attend these subjects; hence the idea that teamwork advances productivity (Glassop, 2016). Productivity is generally slow in terms of output per unit of composite input (capital and labour). Labour utilization is a frequently used value in this regard.

Teamwork can be precisely distinct as a group of individuals who work helpfully to achieve a specific task. This skill has become respected that many big organizations have intended special tests to control the aptitudes of their employees to work on teams or groups. Therefore, teamwork skill became an essential skill that every worker must have in order to be recognized in the job. The notion or concept of teams has been useful many centuries ago during the development of human evolution that is why it is a very valued and important idea in any occupational and developmental process. Teamwork is a detailed organizational measure that shows many different structures in all types of organizations including non – profit organization (Scott, 2018). Conti and Kleiner (2013) stated that teams offer greater contribution, challenges and moods of accomplishment. Some companies have started to apply team-based strategy in their work performance to maintain the productivity of their workers and to emphasize on the importance of working together as one united entity to achieve the goals or objectives of the organization.

Team-based strategy defines a basic technique followed by the memberships of an organization to work in teams to surface the required responsibilities. Based on the outcome of such strategies functional in workplaces, the managers of such organizations are expressive the implication of teamwork and its ability to create a better work environment for the workers and increase the level of originality, output and the success of the entire individual. Cohen (2019) asserted that teams are substituting individuals as the basic determinant of organization. In this century, the teamwork skill has been taught as vital educational concept at schools, so that students learn the proper plans to develop professional skills as part of their educational process. The important expert skills such as resolving conflicts, communication, collaboration and interaction skills are noticeably being clear by managers as an important obligation for the work environment. So, the employers and managers are always looking for individuals who can cooperate and work on teams as a critical skill in every working setting.

Team can be defined as a collection of individuals who work together or jointly to achieve the same commitments and goals to provide a brilliant quality of services. Teamwork is the procedure of working collaboratively with a group of individuals in order to achieve a goal. The external factors of teamwork are the technological, political, economic, social and technical factors that affect teamwork while the internal factors of teamwork constitute leadership style, diversity communication, cohesiveness etc. which upsets teamwork. Productivity is about how well people association resources such as raw materials, labour, skills, capital, equipment, land, managerial capability and financial capital to yield goods and services. The benefit of teamwork is substantial productivity growth in the compasses that require creative solving of different tasks, a high degree of adaptability and operational management (Vašková, 2017).

According to a research by Grift (2018), a self-managing team is staff who work together in teamwork and are held accountable for the expected tasks. This therefore means a self-managing team enjoys considerable discretion over how the work gets done in the organization. What therefore this means is that, key major decisions about activities are made by people who have direct knowledge the task to be performed and who are most likely to by the decisions made. According to Grift (2018) the scope of a self-managing team's authority is dependent on the established goals by the others in the team. Effective teamwork can produce extraordinary results irrespective of either the manufacturing or service sectors. Hence, effective teamwork is about good leadership which is result into effective teamwork according to Rodger and Mickan, (2016) on principles of effective teamwork in modern organizations.

The impression of team trust appears when the memberships of a team believe in each other's capability and work-related abilities. Based on a study led on the subject, Rodger and Mickan (2016) decided that there is a helpful relationship between the trust and team performance. Team trust has the power to support the behavioral concepts of teamwork, also to authorize individuals' traits and develop their skills and aptitudes. Such enchanted power has a positive influence on the performances of employees. Every member of the team must be answerable for building the perception of trust with other members within the workplace while making a trustable work environment is one of the vital responsibilities of the organization. The key of constant development and high-performances in working environment is the contented feelings and ability to cooperate between the team's members. The perception of collaboration can only happen if the trust comes to be a crucial principle of the team foundation. Trust produces a very positive and healthy working environment where the team memberships can deliberate and suggest any subject or thought securely without being afraid to be judged or critiqued.

A performance appraisal is an organized general and periodic procedure that assesses an individual employee's job performance in relation to certain pre-established standards and organizational objectives. Performance appraisals are often seen as a method for providing response and rewards for meeting performance

goals, all of which have been linked to motivations in preceding research. In most organizations, persons are appraised without specific reference of their team participations, and bonuses and other payments are based on these individual appraisals. In fact, many employees' help on teams, but their performance on the team may or may not even come up exactly in their performance appraisal (Brown, 2019). It is important that individual's activities in teams be an integral part of their yearly performance appraisals. According to Grift (2018) gratitude and rewards are the primary emphasis if the individuals who are working in teams. Managers must design and plan a suitable reward system for the employee and encourage their participation in team projects they must also set the team goals which are connected with the company's strategic plan, building of employee performance and reasonable payment methods (Manzoor, Ullah, Hussain & Ahmad, 2018). According to Herzberg (1987), reward and recognition can deliver both intrinsic and extrinsic motivation. Dunford (2015) found that recognition and rewards progress employees' performance. Hence, performance appraisal and rewards have been documented as an important factor affecting employee performance.

There is no uncertainty that teams have an influential influence on the performance of the employees and the future of the organization. The studies that have been showed on the subject indicate that the idea of teams is treasured and helpful to facilitate the developmental process in the organization and to enhance employees' performance (Oseiboakye, 2015). Basically, the main purpose of teamwork is to relate an effective method in order to progress the occupational performance of employees and their personal skills that serve the requirements of the job. Prendergast (2019) recognized the two essential factors that promote the communication skills between team's members and augment their performance regarding the concept of teamwork, which are: self-management team and interpersonal team skills. According to Hertog (2017) in their instance revision on successful teamwork, the effective teams can be accurately defined as: "Successful teamwork trusts upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to encourage and nurture a positive, effective team environment". Numerous studies have revealed that employees who work on teams can be more productive than others who work individually (Jones et al, 2017). The reason why an individual becomes more productive working on teams is that he/she obtains or improves the beneficial occupational skills through unlimited learning, cooperating, and exchanging thoughts and various experiences. Teamwork thus, is an essential component for the development and function of an organization or institution

1.1 Statement of the Problem

Each organization, either large or small, fights to obtain productivity so as to attain success and preserve a valuable image especially in a competitive business environment. Besides, most organization has failed to optimize resources for goal achievement simply because of lack harmonious working relationship among the workforce. Indeed, the quantity of employees in an organization might be very large in size and yet realizes a precise low productivity and with no development in their levels of production, possibly as a result of nonappearance of teamwork approach in such organizations. Invariably, it has been observed that some organizations that obligate teams often realize little or no productivity. Some school of thoughts submitted that organizational productivity is a function of various variables that are related to employees and organizational factors. This has therefore called for further empirical studies towards establishing the contribution of teamwork relationship to organizational goal achievement.

The achievement of any organization or establishment necessitates the positive force of teamwork because it helps the employees to permit and develop themselves and their capacities, as well as learning the proper strategies to attain the required tasks efficiently. Also, the positive communication and teamwork among employees permit them to have a better understanding of the implication of teamwork in building up the human development and helping the human beings to attain the common goals and purposes that they all need. Wageman (2015), Corporation's teamwork is the only way anything becomes accomplished with quality and efficiency and a major reason why economic growth is under regulator and company's achievement is scrutinized by top management to achieve the desired goals. Current study demonstrations that employee working within the team can produce more output as compared to individual (Jones, et al, 2017). Working in a team empowers people and helps them develop autonomy, which is a source of profound job satisfaction and reduces stress (Scott, 2018). There are various ways that employees feel that they are pleased with their jobs is through motivation factors like salary increment and recognition. In cases where there is no motivation and recognition of employees they fail to have strong team work and at the same fail to achieve their targets.

Poor implementation of team work in organizations has had an impact on the overall output of employees in organizations. Employees have, consequently, developed behavioral and attitudinal dispositions against the employer which has led to low team spirit, dissatisfaction and even mistrust in some cases, hence low output at the work place. Ethnocentrism has also weakened team spirit in most organizations in Nigeria. Coupled with the previous factors mentioned, employees are no longer committed to achievement of organizational targets as such but rather interested in achieving their personal satisfaction. Attitude to work is said to be poor, there exist continuous and spiral demand for wage increase, better conditions of service and general worker's welfare. Against

this backdrop, this study investigated the influence of teamwork approach on perceived organizational output in National Control Center (NCC) Transmission Company in Osogbo, Osun State.

1.2 Objectives of the study

The main objective of this study is to examine the influence of teamwork approach on perceived organizational productivity in National Control Centre (NCC), Transmission Company of Nigeria, Osogbo, Osun State, Nigeria.

The specific objectives of this study are to:

1. determine the contribution of teamwork approach to perceived organizational productivity.
2. investigate the relationship between teamwork approach and perceived organizational productivity.
3. determine the influence of leadership quality on work team's leadership.
4. examine the difference between male and female respondents' perception of organizational productivity based on teamwork approach.

1.3 Research Hypotheses

For the purpose of the study, the following research hypotheses were generated:

H₀₁: Teamwork approach does not have significant contribution to perceived organizational productivity

H₀₂: Teamwork approach is not significantly related to perceived organizational productivity

H₀₃: Leadership quality does not have significant impact on perceived team's productivity

H₀₄: There is no significant difference between male and female respondents' perception of organizational productivity based on teamwork approach.

2. Empirical Review

The significance of organizational productivity and communication skills has been well recognized during the years. During the past decades, several communication skills studies relating to the teamwork have been conducted from the different viewpoints as cited by Terrion (2019) on communication in everyday life. The research analytically reviews literature related to the communication skills in every organization. Coaching the team by the leader has an impact as a key state of current team performance which goes along with the benefits of separate coaching, or the peer training and team other team building activities. According to other new case studies, team coaching results in interactive and communication welfares while the empirical studies specified improved team performance. Other writers recommended future researchers to focus more on management and leadership of team training. Peters (2018) concludes that real teamwork settings help establishes effectiveness to improve on productivity in an organization. Danish, Kaare and Schneider (2018) cited that effective implementation of favorable compensation management in an organization will not only aid in stabilizing and retaining employees but will also help in reducing the employee turnover in an organization. Employees' compensation includes all forms of financial benefits that are tangible which the employees receive as part of his or her employment. Employee's compensation can be referred to as the totality of the financial and non-financial rewards given by the employer. According to others researchers in this area, Compensation management refers to the process of establishing the Structure of remunerations level for the various positions in an organization and designing incentive systems, setting individual Wages and incentives within the established structures. Employee compensation is an integral part of human resources Management that end up affecting the performance of the employees because it institutes the degree of Relationship between employer and the employee in an organization. Effectiveness of the team can, also be referred to as team cohesion, is a team's capacity to achieve its goals and objectives.

In a study approved out by Boakye (2017) on the influence of teamwork on employee performance, using Komfo Anokye Teaching Hospital and Ejisu Government Hospital, numerous measures of team performance were examined including team trust, recognition and rewards. Manzoor, Ullah, Hussain and Ahmad (2018) worked on the effect of teamwork on organizational performance, using the staff of higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan. The study which was designed as descriptive survey design found that positive and significant relationship exist between teamwork and employee performance. In a study expected by Jones, Richard, Paul, Sloan (2017) on the effect of team building in the organization, it was found that employees working within the team can produce more output as related to individual effort. Also, in another study carried out by Ingram (2010) on linking teamwork with performance. It was found that a good manager is the one who allocates responsibilities to his/her employees in a form of group or team in order to take maximum output from the employees. In another study approved out by Conti and Kleiner (2013) on how to increase teamwork in an organization, it was found that teams offer greater participation, challenges and feeling of accomplishment. It was concluded that organizations with team will attract and retain the best people by way of employees.

Ooko (2013) did a study on impact of teamwork on the achievement of targets in organizations in Kenya, using SOS children's village, Eldoret was the study area. The study adopted descriptive research design. The study

found that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to impact team performance if it was done correctly. It was concluded that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams. Also, Teseema and Soeters (2016) did a study on promotion practice of teams in an organization and create that there is positive relationship between promotion practice for teams and perceived performance of employees.

Pentland (2012) also founds additional surprising fact: individual reasoning and talent contribute far less to team success than one's strength expect. The best way to build a great team is not to select individuals for their smarts or accomplishments but to learn how they communicate and to shape and guide the team so that it follows effective communication patterns. Team effectiveness towards organizational performance, there are some factors which plays significant role. Those factors are: Energy, Engagement and Exploration (Pentland, 2012). Team efficiency is the extent to which a team attains its objectives, achieves the wants and objectives of its members and sustains itself in an organization (Scott, 2018). Teams are more actual than persons who entirely are contingent on the criteria used for defining effectiveness in terms of accuracy, team decisions and it contributes for better quality decisions and more creative solutions.

There is no doubt that teams have a influential influence on the performance of the employees and the future of the organization. The studies that have been led on the subject designate that the concept of teams is valued and helpful to facilitate the developing process in the organization and to improve employees' performance (Oseiboakye, 2015). Basically, the main purpose of teamwork is to apply an operative method in order to advance the occupational performance of employees and their personal skills that serve the necessities of the job. Hertog (2017) recognized the two essential factors that endorse the communication skills between team's members and enhance their performance concerning the concept of teamwork, which are: self-management team and interpersonal team skills. Grift (2019) in their case study on effective teamwork, the effective teams can be precisely defined as: "Successful teamwork trusts upon synergism existing between all team members making an environment where they are all willing to contribute and participate in order to promote and encourage a positive, effective team environment". Many studies have shown that employees who work on teams can be more productive than others who work individually (Jones, et al, 2017). The reason why an individual becomes more dynamic working on teams is that he/she acquires or enhances the beneficial occupational skills through unlimited learning, cooperating, and exchanging thoughts and various experiences. Teamwork thus, is a vital component for the development and function of an organization or institution.

3. Methodology

Research design is the structure, which stipulates the information to be collected, the source of data and the data collection process (Asika, 2001). In other words, a research design encompasses the methodology and procedures employed to conduct scientific research. Descriptive survey research design was implemented for the study. The descriptive research design was found appropriate for the study because it describes the present situation of variables; and affords the researchers to collect data from the respondents without manipulation of any variables of interest in the study. It also guaranteed equal chance of participation in the study on the part of the respondents. The population for the study is made up of three hundred and twenty five (225) employees of the National Control Centre of Transmission Company, Osogbo, Nigeria. The population embraces both male and female employees that had spent at least two years with the selected organization. A stratified sampling technique was used to select a total of two hundred respondents. The stratified sampling technique was adopted for sample selection to reflect the junior, senior, administrative and managerial staffers. Simple random sampling was also adopted for the study. In simple random sampling, every member of the population has equivalent chance of being selected for a study. We used this technique because the population has similar characteristics (homogeneous population), the sampling frame is available and the population size is determinate or finite (Popoola, 2011). Participants for the study was made up of 200 respondents in different positions of National control Centre, Transmission Company in Osogbo, Nigeria.

A set of self-structured standardized questionnaires titled: "Teamwork Approach and perceived Organizational Productivity Scale" which captured all variables under study was developed and administered for data gathering. The Teamwork approach questionnaire has the Cronbach alpha value of 0.84 and Perceived Organizational Productivity Scale has Cronbach alpha value of 0.81. The four point modified Likert response rating scale was adopted for the study, ranging from Strongly Agree (4 points), Agree (3), Disagree (2) and Strongly Disagree (1). The questionnaire was run at the premises of the National Control Centre of Transmission Company of Nigeria, Osogbo, Nigeria. The researcher guarantee the respondents' anonymity and confidentiality of information to be supplied and the information will be collected for research purpose. Out of 230 copies of questionnaire, 200 copies that were duly completed and returned were used for data collection.

The statistical packages for Social Sciences (SPSS) were used to analyze data collected from the respondents. For the first hypothesis, the Linear Regression analysis was used. Pearson Product Moment Correlation coefficient

test was adopted because it assists to deduce the relationship between teamwork's approach and team's productivity. The level of significance remained set at 0.05 alpha levels. For the second hypothesis analysis, Pearson correlation coefficient test was adopted because we want to investigate the relationship between leadership and team's productivity. The level of significance was set at 0.05 alpha levels. For the third hypothesis analysis, Chi-Square test was adopted because we want to investigate the variance between male and female respondents' perception of organizational productivity on teamwork approach. The level of significance was set at 0.05 alpha level.

4. Results

4.1 Testing of Hypotheses

Hypothesis 1: Teamwork approach does not have significant contribution to the perceived organizational productivity

Table 1: Summary Table of Linear Regression Showing the Contribution of Teamwork Approach to Perceived Organizational Productivity

Model	R	R-Square	Adjusted R-Square
1	.2191	.048	.047

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.423	1	21.423	36.090	.000 ^a
	Residual	61.137	188	.594		
	Total	82.560	189			

- a. Predictors: (Constant), Teamwork approach
- b. Dependent Variable: Perceived organizational productivity

The result in Table 1 revealed a significant contribution of teamwork approach to perceived organizational productivity ($F_{[1, 188]} = 36.090$, $P < 0.05$, $R^2 = 0.048$). Therefore, hypothesis one was rejected by the result of the study. This implies that teamwork approach has a significant contribution to organizational productivity as perceived by the respondents.

Hypothesis 2: Teamwork approach is not significantly related to the perceived organizational productivity

Table 2: A Summary Table of Pearson Product Moment Correlation Showing the Relationship between Teamwork Approach and Perceived Organizational Productivity

		Teamwork approach	Perceived Organizational Productivity
Teamwork approach	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	188	
Perceived Organizational Productivity	Pearson Correlation	.219*	1
	Sig. (2-tailed)	.000	
	N	105	188

*. Correlation is significant at 0.05 level (2-tailed)

The result in Table 2 above showed clearly that there was positive relationship between teamwork approach and perceived organizational productivity ($r = .219^*$; $P < .05$). Therefore, hypothesis two was not supported by the result of the study and it was rejected. The finding implies that teamwork approach is a significant factor in the determination of organizational productivity in selected work organization in Nigeria.

Table 3: Summary Table of Pearson Product Moment Correlation showing the Impact of Team Leadership Quality on Perceived Organizational Productivity

Model	R	R-Square	Adjusted R-Square
1	.414	.171	.168

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.221	1	18.221	26.342	.000 ^a
	Residual	71.251	188	.692		
	Total	89.472	189			

- a. Predictors: (Constant), Leadership Quality
- b. Dependent Variable: Perceived organizational productivity

The result in table 3 above showed clearly that there was positive impact of team's leadership quality on perceived organizational productivity ($r(188:1) = .414$; $P < .05$). Therefore, the hypothesis three was not supported by the result of the study and it was rejected. It implies that Leadership quality have significant impact one

perceived organizational productivity.

Hypothesis 4: There is no significant difference between male and female respondent's perception on Organizational Productivity.

Table 4 Summary of t-test Analysis variance between Male and Female respondents' Perception on Perceived Organizational Productivity

	Sex	N	Mean	Std. Deviation	Std. error Mean	t	Sig	Remark
Perceived Organizational Productivity	Male	101	11.874	7.8326	.18654	.438	.254	P>0.05 (Ho accepted)
	Female	99	12.012	8.7623	.19143			

Table 4 presented that there is no statistically significant difference between male and female respondents' perception of organizational productivity based on teamwork approach ($t(188) = .438$; $P > 0.05$). The findings revealed that both male and female respondents equally perceived organizational productivity as function of teamwork approach in selected organization. The null hypothesis is accepted.

4.2 Discussion of Findings

Hypothesis one discovered that there was a significant contribution of teamwork approach to perceived organizational productivity. Therefore, hypothesis one was rejected by the result obtained through data analysis. This suggests that teamwork approach has a significant contribution to perceived organizational productivity. This finding tallies with Agarwal and Adjirackor (2016); Jones, Richard, Paul, Sloana and Peter (2017), and Conti & Kleiner (2013), who reported a significant effectiveness of teamwork approach on employees' empowerment and employees' job performance at the workplace.

Results of the study further discovered that a significant relationship exists between teamwork approach and perceived organizational productivity. The finding implies that teamwork approach is significantly and positively related to the perceived organizational productivity. In essence, teamwork approach is a significant factor in the consideration of organizational productivity. The finding corroborates Manzoor, Ullah, Hussain and Ahmad (2018); Boakye (2017), Cohen (2019) and Grift (2018) who reported a significant impact of teamwork on employees' job performance, using the staff various organizations as case studies.

The finding of the study shows that there was positive impact of team's leadership quality on perceived organizational productivity. The findings is supported by the findings researchers that reported effectiveness of leadership in work team and organizational communication (Daush, Kaare and Schneider, 2018); individual membership characteristics and behaviour (Brown, 2019; Glassop, 2016), framework for managing teamwork in multicultural projects (Benders, Huijgen, Pekruhl and O'Kelly, 2019), emotional safety and learning behaviour as facilitated through leadership (Prendergast, 2019; Hertog, 2017, and Oseiboakye, 2015), and delegation of authority and employee's empowerment, (Dunford, 2015; Iftiker & Sheikh, 2018). The finding implies that Leadership quality is an essential motivating factor in facilitating organizational productivity in any goal-oriented organizations. In other words, effective leadership quality and characteristics presupposes delegation of authority, effective communication and motivation of the workgroup. The finding lends credence to linkage of leadership with organizational performance and productivity. The finding further submits that a good team leader is the one, who allocates errands to his/her employees in a form of group or team in order to take optimize organizational resources and maximize outputs from the employees at the workplace.

Finally, finding of the study revealed that there is no statistically significant difference between male and female respondents' perception on Perceived organizational productivity. The finding showed that both male and female employees equally attested to effectiveness of teamwork approach as it positively affects organizational productivity in selected work organization. The finding corroborates Manzoor, Ullah, Hussain and Ahmad (2019) and Ooko (2013), who reported equal perception of male and female respondents' perception of effectiveness of teamwork approach on employees' job performance. However, the finding disagreed with Scott (2018), who reported gender differences in perception of organizational performance based on teamwork building strategy. By implication, the teamwork approach encourages active employees' participation in work process devoid of gender discrimination. The finding further established that the principles of equity and fairness are strictly observed in managing work teams for results.

The findings of the study have far reaching implications for organizational leadership. In a study undertaken by Jones, Richard, Paul, Sloane and Peter (2017) on the effect of team building in an organization, it was found that workers working within the team can produce more output as compared to individual effort. Also, in another study carried out by Ingram (2010) on linking teamwork with performance, it was found that a good organizational leadership is the one, who assigns tasks to his/her employees in a form of group or team, in order to optimize organizational resources for maximum outputs from the employees. In another study carried out by Conti and Kleiner (2013) on how to increase teamwork in an organization, it was found that teams offer greater participation, challenges and feeling of achievement. This suggests that organizations with team will attract and retain the best

people as employees.

Similarly, Ooko (2013) conducted a study on influence of teamwork on the achievement of targets in organizations in Kenya, using SOS children's village, Eldoret as the study area. The study found that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to impact team performance if it was done correctly. The authors submitted that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams. Teseema and Soeters (2016) did a study on promotion practice of teams in an organization and found that there is positive relationship between promotion practice for teams and perceived performance of employees. The findings there established the fact that team work is an essential factor in the management of organizational resources for results.

5. Conclusion

The finding of the study established that team work has a significant positive contribution to enhancing organizational performance as it serves as a driving force for the accomplishment of organizational goals at the workplace. Furthermore, the review enlightens that most organizations recognize team work as a major tool for realizing their visions as working in team creates an opportunity to exploit diverse knowledge, skill and attitude of individuals in combination which is a source of competitive advantage. It also concluded that team commitment, appropriate team composition, interdependence, team leadership and accountability are the essential elements of an effective team.

Built on the findings of the study, the following recommendations are made: The employers of labour should facilitate adoption of teamwork approach in managing organizational resources for results. This will assist managers in working through employees and mobilize available resources towards enhancing organizational productivity. Also, the teamwork approach that could engender employees' participation and empowerment should be encouraged in any goal-oriented organizations. This could foster job involvement and innovative ideas on the part of employees with corresponding impact on organizational productivity.

The employer of labour should endeavour to sustain the current team building efforts and incentive schemes that are available in selected organizations in Nigeria. The current team building efforts in the NCC, Transmission Company, Osogbo, Nigeria facilitates equal access and participation in work process with its attendant group leadership functions that presupposes cohesiveness. This form of teamwork approach should be improved upon to promote cohesion, interrelationships and interdependency in resolving operative problems while the incentive arrangements should be continued to maintain high performance and boosting of employees' morale.

Moreover, regular appraisal of employees' job skill necessities should be promoted in order to guarantee competency and relevance on the part of the employees. In other words, there should be steady and continuous appraisal of employees' job skill requirements to ensure that every employee owns the relevant skills required in his/her work team. To foster increased productivity at the workplace, regular employees' training and development programmes should be fortified. The management of organizations including NCC Transmission Company, Osogbo, Nigeria, should regularly organize training and development programmes to bridge knowledge gaps recognized in employees' job-skill requirements. Regular development of employees' condition of service: The management of organizations including NCC Transmission Company, Osogbo, Nigeria, should regularly recover employees' conditions of service to ensure high level of employees' job involvement, commitment, efficiency, reduction in employees' turnover intentions with corresponding impact on organizational performance and productivity at the workplace. In essence, employees' service recognition and reward in a team should be encouraged by the organization but caution must be exercised to ensure that cooperative efforts rather than competitive ones should be recognized and compensated to achieve the desired optimal performance from the employees.

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