Utilizing Teams for High Performance in Nigerian Universities: A Study of University of Nigeria, Enugu Campus.

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Abstract

Team work is a new work process geared towards uniting the skills of workers for common   purpose and common performance goal to yield high performance of workers in the management of Nigerian Universities. The objectives are: To investigate the effects of workers commitment towards team work on their performance in university management. To determine the relationship between team work and workers skill enhancement. The study had a population of 2940 staff covering Junior/senior staff of University of Nigeria Enugu Campus. A sample size of 355 was selected using Taro Yamane's statistical sample technique. Questionnaire was the main instrument for data collection which was designed in 4 point Likert scale format supported with personal interview. A total of 352 copies of questionnaire were distributed but only 305 copies were brought back. .The data collected were presented and analyzed with descriptive statistics while the corresponding hypotheses were tested with Pearson's product movement correlation coefficient at 0.05 alpha level. The findings indicate that: Team work has significant effect on workers performance in university management ($X^2_c = 37.161 > X^2_t = 7.81$); It also shows that there is significant relationship between workers commitment towards teamwork and skill enhancement ($r = 0.872$; $P < 0.05$). The study concludes that utilizing teams, produces high performance amongst workers in university management. The following recommendations were given by the study; Periodic rotation of workers to remove the bias and increase commitment to common goal .The use .of committees and boards with people who possess different professional skills to execute activities of the university, this will create forum for professional interaction and skill enhancement.

Keywords: Teamwork, High performance, University management.

Introduction

In this contemporary global economy, with stern competition among organizations to control a high share of the market for their products. Many organizations have restructured their work process into teams to compete more effectively and efficiently to achieve the high performance.

Teams and teamwork represent very powerful mechanisms for getting results and achieving significant changes in organizations (Bodwell 2013). It has been noted that teams are becoming the basic building blocks of the organizations (Daft 1998). The emerging team paradigm is constructed on the new assumption that knowledge, insights and answers are found throughout the organization in the abilities and knowledge of all organizational members when brought together in teams. In this model, goals are mutually determined and work processes are built around teams of experts (Stoner, Freeman and Gilbert 2005).

The team is formed of people (usually a small number with complementary skills who trust one another and are committed to common purpose, common performance goal and a common approach for which they hold themselves mutually accountable(Kinsner 2000). A real team is committed to working together successfully to achieve high performance (Bateman and Snell 2004).

Utilizing teams produces great benefits to the organization because team work has greater total resources (skills, talents, information and energy) than an individual does. They can perform jobs that cannot be done by individuals working alone (Bateman and Snell 2004). The law of synergy posits that $2 + 2 = 5$ but mathematically $2 + 2 = 4$, the extra is the benefit of the concerted efforts of teamwork (Nancy 2008). Furthermore, no one person can whistle a symphony; it takes an orchestra to play it (Lucock Hailford in Bateman 2004).

Utilizing teamwork process has the potential of replacing the traditional hierarchical structure with very flat, self-directed, cross-functional organization, such teams are referred to as high performance teams. They are highly adaptive, difficult to build, expensive to maintain and glorious to behold (Bodwell, 2013).

The use of traditional hierarchical structures in the management of Nigerian universities has stagnated many operations, presented a parochial view of the institutions goals leading to a selfish pursuit of the departmental or units activities which at one time or the other have jeopardized the realization of the global goal of the universities.

The popularity of teamwork stems from it's role in improving performance by solving work related problems with an increasing emphasis on high quality, fast product innovation and improved customer satisfactions. Many companies now use team approaches to realize these functional and process interdependencies. Work teams are considered to be an integral tool, aiding continuous improvement in work operations (Rajiv et al 1996). High performance, according to Sandstorm (2005) is measured by quality, quantity and the time spent in delivering the products in the organization.

This study is set to investigate the effects of team work on the organization and workers skills enhancement when they are committed to it in the management of University of Nigeria, Enugu Campus

Statement of the Problem
In any organization where teams are rarely utilized in the management of affairs, there is usually less commitment to common purpose, common performance goal and common approach among workers in achieving the goals of the organization.
Such organization lacks the enabling environment for trust and use of complementary skills among workers which teamwork provides, rather there is mutual suspicion, independent and selfish functioning of departments or units resulting to low performance of workers.

The use of traditional hierarchical structure has stagnated many operations because of the strict observance of bureaucratic procedure with its attendant bottlenecks. A situation comes to mind of a hostel that had a wrong electrical connection which caused fire outbreak in the hostel, the Porter on duty alerted the Works department, instead of giving it immediate attention to arrest the situation, the response was that the head that should give directives was not around, such situations arise in different forms in all units just because of not utilizing team work.

University administration of 21st century with its quest for a faster process to meet the millennium goal of globalization has no room for any bottle necks rather the use of effective team work which produces quicker results Again increasing competition in business world demands co-operation in an organization and not control.

Objectives -
1.   To investigate the effects of workers commitment towards teamwork on the university management.
2.   To determine the relationship between the use of teamwork and workers skill enhancement.

Research Question
1.   What is the effect of workers' commitment to team work on the university management.
2.   What is the relationship between teamwork and workers skill enhancement.

Hypotheses
Ho: There is no significant effect of workers commitment towards teamwork on university management.
H_1:   There is significant effect of workers' commitment towards teamwork on university management.
Ho;   There is no significant relationship between teamwork and workers' skill enhancement.
H_1:   There is significant relationship between teamwork and workers' skill enhancement.

Literature Review
The Concept of Team
 According to Kinsiner (2000), a team is formed of people (usually a small number) with complementary skills who trust one another and are committed to a common purpose, common performance goals and common approach for which they hold themselves mutually accountable. A real team is committed to working together successfully to achieve high performance (Bateman and Snell, 2004).

For Adair (1986), a team is more than just a group with a common aim. It is a group in which the contributions of individuals are seen as complementary, collaboration, working together is the keynote of a team activity. He further states that the test of a good team is whether the members can work as a team while they are apart, contributing to a sequence of activities rather than to a common task which requires their presence in one place and at one time. Adair also suggests the following characteristics of effective teamwork.

- Clear objectives and agreed goals
- Openness and confrontation
- Support and trust
- Cooperation and conflict
- Sound procedures
- Appropriate leadership
- Regular review relation

Jos and Hootegem (l999) stress that after decades of experimentation, teams have finally achieved the status of good management practice in western organizations.

Nichol[1997]states that, team is a word for the manager, that is, an appealing word used as rhetorical strategy through which managers hope to use to achieve their goals Katezenbach and Smith (2002)see team as a small number of people with complementary skills that are committed to a common purpose, performance goals and approach. Nicky (1997) sees teams as sporting metaphors used frequently by managers and consultants; it stresses both inclusiveness and similarity of members sharing common values and co-operating to achieve common goals.

Jones, George and Hill (1998) note that team is a group whose members work intensely with each other to achieve a specific common goal or objectives. As these imply, all teams are groups but not all groups are teams. According to Jones et al, (1998) the two characteristics that distinguish team from groups are the intensity with which team members work together and the presence of a specific, over riding team goal or objective.

Gomez, David and Robert (2001) opine that a team is a small number of people with complementary skills who work toward common goals for which they hold themselves mutually accountable. According to them, the size of most teams ranges form 6-18 employees. Unlike work group which depends on a supervisor for direction, a team depends on its own members to provide leadership and direction. Teams can also be organized as departments for example a company may have a product development team, a manufacturing team and a sales team.

Trevor (1999) states that team is a term used widely today for a group of people coming together for a common purpose. He further states that a team maybe a group of people who work closely together over a long period of time, supporting each other and relying on their different skills to achieve their goals. Teamwork offers the leadership share to all members, that is, leadership can be rotated among team members.

2.3 Types of Teams

According to Hooper et al (2003) The types of teams could be traced to the period teams started gaining popularity; the following were the types that existed:

1. **Problem-solving teams:** these were teams of 5-12 employees from either the same department or functional areas who were involved in efforts to improve work activities or to solve specific problem. In this team, members share ideals or offer suggestions on how work processes and moths can be improved but they are rarely given authority to unilaterally implement any of their suggested actions. Since this team was not able to implement their actions, this led to the second type.

2. **Self-managed work teams:** A formal group which operate without a manager and are responsible for a complete work process or segment; the self-managed team is responsible for getting the work done and for managing themselves. This includes planning and scheduling work, assigning task to members, collective control over the pace of work, making operating decisions and taking actions on problems. Many corporate organizations use self-managed work teams.

3. **Cross-function team:** It is regarded as a hybrid grouping of individuals who are experts in various specialties and who work together on various tasks. This type of team is usually used in hospital intensive care unit (ICU) composed of doctors, pharmacists, a social worker, a nutritionist, the chief ICU nurse, a respiratory therapist, etc.

4. **Virtual team 1:** This is the final type. It uses computer technology to link physically dispersed members in order to achieve a common goal like the Strawberry Frog, a small advertising agency based in Amsterdam that relies on a global network of more than 50 individuals from 22 countries. These freelancers and their skills are brought in as needed on various projects. By relying on this virtual team, strawberry Frog is able to exploit a network of talents without unnecessary overheads and complex work arrangements. In a virtual team networks, video-conferencing, fax e-mail or even web sites where the team can hold online conferences.

Batesman (2004) outlines another four types of teams. They include:
1. Work teams that make or do things like manufacture, assemble, sell or provide service.
2. Project and development teams are teams that work on long-term projects but disband once the work is completed.
3. Parallel teams are teams that operate separately from the regular work-structure and exist temporarily.
4. Management teams are teams that co-ordinate and provide direction to the subunits under their jurisdiction and integrate work among sub-units.

2.5 Creating Effective Teams
For any organization to achieve an outstanding success in the pursuit of its goals, the manager must put into play an operational process that will form and maintain a team in which every member gives maximum commitment to the task. This is called the effective team. To achieve the effective team, the following conditions must be met:

❖ Each member is fully aware of and has participated in determining the organizational mission which is in agreement with the beliefs and values of members. This state must be reviewed periodically to ensure its sustenance.

❖ Performance is monitored to ensure that every action is in consonance with the mission and competences are maintained through training.

❖ The team contains all the expertise needed for the task both technical or process skills.

❖ Care is taken in forming the team to ensure rapid and complete familiarization; early socialization of members will help and also there is need for feedback to know the true reaction of members.

❖ Any storming is viewed positively as an opportunity to expose hidden agenda and remove grievance. The leader needs to set an example in active listening, willingness to confront issues in a caring way and by resounding assertively to negative comment. He should gradually transfer accountability to the team itself by refusing to accept responsibility for what should be group decisions. The worst course of action is to ignore storming with the hope that it will go away.

❖ Norms of acceptable behaviour are produced in response to storming. It is better that this norm results from free discussion by the leader.

❖ Leadership is allowed to move around team members in accordance with their expertise while the group's overall leader is still accountable for the group's performance. Thompson (2002).

2.6 Benefits of Effective Teamwork
Team work creates freedom among workers and, eventually high productivity. In Batesman (2005) Chris Bungle, a BMW chief of design who works at the technical heart of the BMW group, looked for ways to counteract the suffocating effects of the company's hierarchical festung (fortress) design culture where lines of authority were rarely crossed and where employees rarely venture to interact with others outside their own assigned work activities. Although it was his responsibility to safeguard the all- important creative process he also wanted his designers to build trusting relationship with other designers and with the rest of the company. To achieve this, Bungle built what he calls a "dutzen culture" [an open, informal place where people aren't afraid to say what they really think].

According to (Nancy 2008), a team that is effectively motivated produces three major benefits.
1. It maximizes the organizations human resources; each member of the team is coached, helped and led by all the members of the team. Success or failure is borne by all members and not the individual. This gives the members the courage to take chances and the enthusiasm to venture and achieve bigger and better successes. Failure is seen as a learning process.
2. There is a greater quantity and quality of output generated for the organization. This is as a result of the synergistic effect of team work which states that 2+2= 5 instead of 4, which is the answer mathematically; the extra is the effect of team work against the sum of individual efforts.
3. A team produces change in an organization. No single individual knows it all, rather, a team, which is a collection of varied knowledge, skills and abilities, brought together to effect the change speedily. Just

as (Luccok Nalford in Bateman 2004) opines that "No one person can whistle a symphony, it takes an orchestra to play it".

Team work serves as a cornerstone of progressive management for the foreseeable future. Team approach creates, for an organization, natural channels for successful succession apart from the consequent development in its intellectual bank. Too many organizations have failed, and many will yet fail, because decisions have been left in the hands of the managers and, probably, "the other few wise men who hold the key to the success of the organization.

Team work, within the organization, produces a strategy which concentrates on the long term and the welding together of a committed group of people who are dedicated to adapting to continuous change. It is also a good way of building succession from within the organization rather than having to rely on outside talent (Egbosionu 2011).

Work teams interact primarily to share information and to make decisions to help each member do his or her job more efficiently. The members of the team , work intensely on a specific common goal, using their positive synergy, individual and mutual accountability, with complementary skills. In a work team, the combined individual efforts of team members result in a level of performance that is greater than the sum of those individual inputs by generating positive synergy through coordinated effort (Ibid).

Trevor (1999) states that a team may be a group of people who work closely together over a long period of time, supporting each other and relying on their different skills to achieve their goals. It offers the supervisor a good opportunity to bring on, the informal leadership that encourages people to take the lead on subjects they know well or to express a viewpoint that they feel strongly about.

Teams and Team work represent very powerful mechanism for getting results and achieving significant changes in organizations.

Utilizing team work process has the potential of replacing the traditional hierarchical structure with very flat, self –directed, cross functional organizations. Such teams are referred to as high performance teams, they are highly adaptive, difficult to build, expensive to maintain and glorious to behold (Bodwell 2013).

2.7 Steps to High Performance Team
Lindsay (2008) outlines seven elements of producing a high performance team.
1. **Purpose:** There should be a fundamental reason behind creating a team and committing valuable business resource to support it to achieve the goal.
2. **Commitment:** A conscious decision taken individually or collectively by the team to dedicate time and energy to achieve the purpose or goals set by the business organization.
3. **Trust:** There should be a decision by all those involved in meeting the team's goal, to rely on each other's competences and integrity to achieve success for the organization.
4. **Enabling:** The enabling stage provides the core requirements for how the team will operate and how individual stakeholders will contribute to that operation. These core requirements are:
   i.   **Capability:** The skill, knowledge and capacity of individual stakeholders and the team to perform the required tasks within the agreed time frame to ensure that the goals are achieved.
   ii.   **Accountability:** The acceptance, by all parties, of the responsibilities of individual stakeholders and the team in the achievement of the team's goals.
   iii.   **Principles:** The agreed 'rules' processes and norms which help shape and govern how the team works together to achieve its goals. These principles provide the glue which keeps the team together and the necessary structure from which greater creativity, efficiency and risk taking can emerge.
5. **Energizing:** The element of energizing, provides the team with the fuel to overcome obstacles and create innovative solutions on the route to success. The element is:
   Creativity: The fostering of a team culture and environment which stimulate the creation, capture and implementation of innovative ideas etc.
6. **Responsiveness:** The capacity of individuals and the teams to react positively and effectively to unforeseen obstacles or change.
7. **Recognition:** The continuous application of individual and team efforts which contribute to the building of the team and the achievement of the goals.

A high performance team is a team which are far more efficient and productive than any other type of team/. This team is self managed and there is no official leader. It has established norms, goals and everyone is in agreement with the mission statement. In a more empowered structure, teams are controlled less and less. (Thompson 2007).

This has many advantages, such as: more flexibility and greater work satisfaction but can also have many negative consequences., for instance, if the team is overwhelmed by the feeling of freedom, there is catastrophe. There is therefore need to balance between optimal level of autonomy and control. Faisal Al-Madi et al (2012).

2.8 Measures of Performance

Team performance, according to sandstorm (2005), is measured by quality, quantity and the time spent in delivering the products which are the performance indicators.

In both manufacturing and service industries, performance is measured by the following indicators:-
- Speed with which assignments are carried out
- The volume of output or work done
- The quality of work done
- The efficiency and effectiveness of the work.

The team advocated for must be committed to common purpose, common performance goal and common approach for the achievement of the organizational goal. Such commitment is against any form of parallel or independent operation by members because they jeopardize the realization of the benefits of team work to the organization.

Managers realize, more than ever, that team work provides a competitive advantage and greatly improves organizational performance. They know the potential for the whole is far greater than the sum of its individual parts (Bateman and Snell 2004).

3.0   Methodology of the Study

This study adopted a survey method. The primary data were collected using questionnaire and oral interview to both senior and junior staff of the university of Nigeria, Enugu Campus while the secondary data were collected from textbooks, journals and internet materials.

The population of the study was 2940 comprising the senior staff (980) a junior staff (1960). A sample size of 352 was drawn from the population of 2940 using Taro Yamane formula at 5% error tolerance and 95% degree of freedom.

The response format was a 4-point Likert scale. A total of 352 copies of questionnaire were distributed but only 305copies were duly completed and returned. A pretest was done on the questionnaire to show the validity of the instrument. The data obtained were presented and analyzed with descriptive statistics while the corresponding hypotheses were tested using Pearson correlation and chi-square at 0.05 alpha level with the application of statistical package for social science (SPSS)

Results/Analysis

The data collected from the field were presented and analyzed with descriptive statistics to answer the research questions earlier given while the corresponding hypotheses were tested with Pearson's correlation and chi-square at 0.05 alpha level.

Question 1: What are the effects of workers commitment towards teamwork on the organization.?

Table I: Team work produces high performance of workers.

Question: do you agree that,	Agree	Disagree	Total
When workers are committed to team work it produces zest for the achievement of the team objective which produces high performance of workers in the organization	250 (260)	55 (45)	305
Trust and commitment to common purpose, common performance goals which team work produces creates conducive atmosphere for work and higher yield to the organization	270 [269]	35 (45)	305
Total	**520**	**90**	**610(100**
	(85)	**(15)**	

Source: Field Work 2012

Table 1 shows that a total of 250 respondents agree that commitment to team work produces zest for the achievement of the team objective which produces high performance of workers in the organization while only 55 has contrary opinion. Again trust and commitment to common purpose, common performance goal which are the ingredients of teamwork yield high performance with 270 respondents in favour and 35 against it ,From the above ,520(85%) of respondents are in agreement that teamwork is an important work process that will yield high performance of workers .in the organization

Ho: Teamwork does not have significant effect on high performance of workers.

Table 2: Chi-square tests

	Value	**df**	**Asyme Sig (2 sided)**
Pearson's chi-square	37.161(1)	3	000
Likelihood Ratio	32.924	3	000
Linear-by-Linear Association	11.301	1	001
Not valid cases	610		

Source: SPSS VERSION 15.00

Table 2 is the output of the computer chi-square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree to disagree based on the responses of the research subjects from the University of Nigeria. Pearson chi-square computed value ($X^2_6=37.161$) is greater than the chi-square tabulated value of ($X^2_1 = 7.81$) with ($X^2 = 37.161$ P < .05).

Question 2: What is the relationship between team work and workers skill enhancement.

Table 3: Relationship between team work and workers skill enhancement

Question: Do you agree that;	**Agree**	**Disagree**	**Total**
Team work assembles complimentary skills with the synergistic effect of high performance of workers.	268 (279)	32 (23.5)	305
Team work creates forum for professional interaction of workers which enhances their skills.	290 (279)	15 (23.5)	395
Total	**558(92)**	**52(8)**	**610(100)**

Source: Field Work 2012

The above table shows that 268(44) out of 305 respondents agree that team work assemblies complimentary skills with the synergistic effect of high performance of workers where as only 32(6%) out of the 305 respondents disagree to this assertion. In the same table 290 (48) out of the 305 respondents agree that team work creates forum for professional interaction of workers which enhances their skills when only 15(2) respondents do not agree. Therefore a total of 558(92%) out of 610 respondents support the view that teamwork enhances the workers skills.

Ho: There is no significant relationship between team work and workers skill-
enhancement.

	Mean	**Std deviation**	**N**
Team work	1.55180	.80735	.305
workers skill enhancement	1.3148	.62245	305

Source: SPSS VERSION 15.00

Table4 Correlations

		Team work	Workers skill enhancement
Team work	Pearson correlation Sig (2-tailed) N	1 305 .872(**)	.872(**) .000 305
Workers skill enhancement	Pearson Correlation Sig (2-tailed) N	872(**) .000 305	1 305

Table 4: Shows the descriptive statistics of the teamwork via workers skill enhancement with a mean response of 1.5180 and std deviation of .80735 for team work and a mean response of 1.3148 and standard deviation of

.62245 for workers skill enhancement and the number of respondents (305). By careful observation of standard deviation values there is no much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table 5 is the Pearson correlation for team work and workers skill enhancement. The correlation co-efficient shows 0.872. this value indicates that correlation is significant at 0.05 level (2-tailed) and implies that there is relationship between team work and workers skill enhancement (r = .872) The computed correlations co-efficient is greater than the table value of r=.195 with 303 a two-tailed test (r=.872), P <.05) since the computed r=.872, is greater than the table value of 195, we reject the null hypothesis and conclude that there is a significant relationship between team work and workers skill enhancement (r = .833, P < .05).

Summary of Findings
1.   Team work has significant effect on workers performance.
        $(X^2_C = 37.161 > X^2_t = 7.81)$
3.   There is significant relationship between team work and workers skill
        enhancement (r = 0.872; P < .05)

CONCLUSION
The need to organize the work process into teams cannot be overemphasized in any organization especially in the university of Nigeria Enugu campus because team work yield is more than the sum of the individual's efforts. Again team work creates forum for professional interaction which enhances workers skills and yields to the organization.

RECOMMENDATION
- The study recommends that Nigerian universities should imbibe team spirit with flexible adherence to traditional hieratical structure for a ore effective performance since ideas, knowledge and insight are found all over the organization among workers when brought together in teams. The flexibility will help the workers act when it is appropriate.
- The study recommends periodic rotation of workers from one unit/departments to another to remove the bias and increase commitment to common goal.
- The university should provide a supervisory team that pays impromptu visits to units/departments to ensure efficiency and effectiveness of operations.
- It also recommends an aggregation of different professional skills for inter-dependencies in the execution of activities, this will create forum for professional interaction and skill enhancement of workers..

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