



Investigating Impacts of Team-Building and Organisational Leadership on Corporate Productivity: Case Study of Selected Employees in Osun State Nigeria

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Abstract

The study investigates the impact of team building on organisational productivity. The objective of this study is to evaluate the impact of team building among the members of the selected case study and to assess the effect of training and retraining of team members on organisational productivity. The study also x-rayed the absence of team building in a workplace which led to low levels of turnover and productivity. The total population of the study was 750 while researcher employed Yaro Yamane sampling technique to select sample size of 261 because of the large population and hypothesis were tested using Pearson correlation. The finding revealed that if members of the team can work in synergy without considering the differences in the likes of level of educational background and others, the expected productivity will be very high. It was also observed that capabilities of team leader in carrying out the assigned task determined its output especially if the team leader understands the technical knowhow of job and he is friendly with co-team members with a lot of motivation, that this would definitely enhance employees' efficiencies and productivities. The study recommends that team members should trust, support and respect one another individual differences in order to accomplish group common goals and tasks.

Keywords: Effective; Organisation; Organisational productivity; Productivity and team; Building.

1. Introduction

Organizational productivity depends on having the right people in right jobs at the right time to meet rapidly changing organization requirements. The main goal of every organisation is profit maximization which leads to effective utilization of all the available resources toward the achievement of organisational productivity. Organisation has been collective in order to attain individual or group objectives.

Every organization is composed of three elements i.e. people, goals and system which enhance the achievement of organisational predetermined goals. Each organization has a systematic structure that defines members and some members are managers and some are operatives (Sonal and Theophilus, 2016). The team approach to managing organization is having a diverse and substantial impact on organizations and individuals. Teams promise to be a cornerstone of progressive management for the foreseeable future (Raval et al., 2017). As organisation collaboration becomes increasingly common, the needs to develop effective team building strategies continue to grow. Team building is an essential factor in this current business climate as organizations are looking to team-based structures to stimulate further improvements to their productivity, profitability and service quality. Managers and organization members universally explore ways to improve business results and profitability (Fapohunda, 2013).

Team building is an important factor in any environment; its focus is to specialize in bringing out the best in a team to ensure self-development, positive communication, leadership skills and the ability to work closely together as a team to solve problems. While work environments often target individuals and personal goals, with reward and recognition single out the achievements of individual employees, with good team-building skills, employees can be united around a common goal to generate greater productivity. In the absence of teams, employees are limited to individual efforts alone but with team building, workgroups evolve into cohesive units and share expectations for accomplishing group tasks, added to trust and support for one another and respect for individual differences (Fapohunda, 2013). This makes team building crucial since it enhances synergy between staff and the entire workforce in the organization. Therefore, team members interact with one another on a daily basis to fulfill their job-roles and to contribute effectively to their organizations.

An organization is not set up in a vacuum but made up of people who have aspiration, and ambitions which they would also want to achieve while in the organization. In trying to accomplish its objective an organization should also put the people into consideration by providing good service condition, salary and conducive work environment etc. Agba et al. (2013) posit that when things are put in proper place, the people will have no reason not to put in

their best for the achievement of the set goals and objectives of the organization since the behavior of every human being is function of his certain needs, and motives.

People selected to become members of a team must be prepared to contribute to the environment and overall success of the organization. They must put their personal feelings aside and work towards a significant level of personal proficiency that translates into increased levels of professional mastery. When assigned to specific tasks, they must understand and be in tune with their situation and be unified with the heartbeat across other departments of the organization.

1.1. Statement of the Problem

Every organization either large or small, public sector or private enterprise, struggle to acquire productivity so as to achieve success and maintain a valuable image in this present days of inflexible organizational competitions. Though the population of workers in an organization may be large and organizational productivity may also low with no improvement in their products, yet this could be as a result of absence of teamwork in the organization. Absence of teamwork in the organization is the failure of an organization to coordinate works into work groups so as to tap from the respective human resources the organization possesses (Adeyeye *et al.*, 2015). Organisation continues to strive strongly so as to achieve organisational productivity in order to remain at the peak of the market among other competitors in their different industries. One of the major aims of every organization is to achieve organizational goals and maintain the goodwill among its customers. It is the desire of all organization to make use of its resources such as: Men, Machine, Material, Money, Time and Technology (M₄T₂) to achieve the predetermined output. Yet, all their effort yielded little or no favourable outcome. This could be as a result of absence of team building in a workplace which has led to low levels of turnover and productivity, inadequate managerial skills of team leader, continuous changes of organizational regulation, lack of trainings and differences in the level of competence of team members prone to reduce efficiency and productivity of the workers.

1.2. Objective of the Study

The general aim of this study is to examine the impact of effective team building on organisational productivity. In specifically, this study seeks to:

- evaluate the impact of team building among staff members on productivity of Osun state water corporation
- assess the effect of training and development of team members on organisational productivity
- examine team leader competencies towards organisational productivity

1.3. Research Questions

The following research questions were stated to guide this study:

- To what extent does team building influence the productivity of Osun state water corporation
- What are the effect of training and development of team members on organisational productivity?
- To what extent does a team leader competency affect organisational productivity?

1.4. Research Hypotheses

The following Null hypotheses were formulated to guide the study:

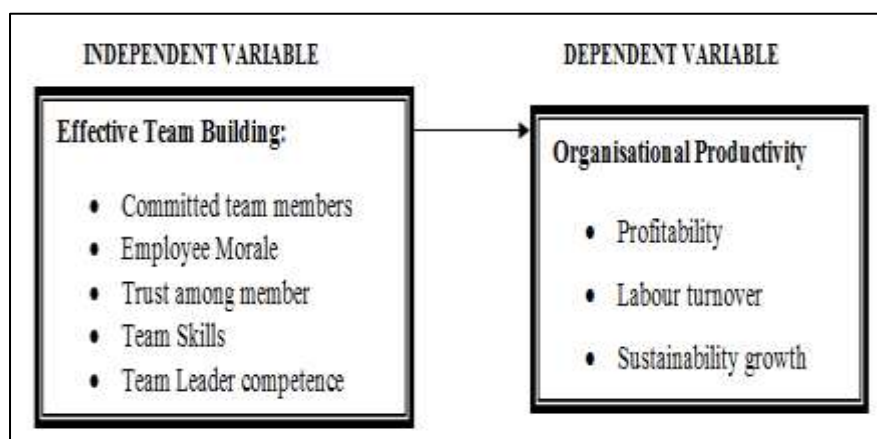
H₀₁: Team Building has no significant effect on Organizational productivity.

H₀₂: Training and development of team members has no significant effect on organisational productivity.

H₀₃: Team leader competency has no significant influence on organisational productivity.

1.5. Significance of the Study

The study findings would be very significant to the government, employer, managers, employees, and students, community at large and future researchers. The policy makers in business organizations will find it useful also in making decisions. Results collected from this study will serve as an input for the Management of various organizations in improving the effectiveness of team building in their doings and put more effort in training and retraining of staff in order to motivate them as well as increases productivity.



2. Conceptual Framework

2.1. Conceptual Model of Study

2.1.1. Team Building

A team is a group of people working towards a common goal. Team Building involves the process of enabling the group of people to reach their goals. It consists of steps like clarification of team goals; identification of hindrances to goal achievements; facing the identified challenges and enabling the achievement of the goals (Fapohunda, 2013). Team building aimed at increasing employees skills to have a direct impact on their attitude i.e. motivation, commitment and satisfaction (Wright, 2006). According to Robbins and Judge (2007) A work group is a group of employees that interact with each other primarily to share information and make decisions that assist individual members in carrying out their duties while a work team is a group of employees whose individual efforts result in a performance that is greater than the sum of their individual inputs.

Team can be described as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service. Team building, planning events and activities have the potential to bring the people you employed to a strong sense of direction, workable plans and solutions, a powerful feeling of belonging with and on the team and clear strategic customer-focused values. Poor team building and planning sessions bring disillusionment, low morale and negative motivation of the entire organization (Emmanuel, 2015).

2.1.2. Organisational Effectiveness

Efficiency is related to the optimal use of minimum resources to achieve maximum output. It is a ratio of input to output and it is a concept that pertains to the internal workings of an organization. Effectiveness on the other hand is concerned with more with the human side of the organization values and activities. It is the ability of an individual to meet his or predetermined goal within the timeframe set for the job. An organizational effectiveness also transients to its external environment (Idris and Alegbele, 2015).

The concept of efficiency as applicable to the context of employment relationship which is a function of proper management of employees at work, including the adherence to workplace ethical standards. Admittedly, work dominates the lives of most men and women, and the management of employees, remains a central feature of organizational life. The totality of the essence of work in society is that it is the primary determinism around which human lives are ordered, organizations improved and nations are developed. Also the primacy of work in society and the critical role of the production function have naturally contributed to the growth, development and advancement of nations throughout human history (Adeyeye *et al.*, 2015).

2.1.3. Organisational Productivity

Organization is often defined by the researchers as a place where two or more than two persons work together to accomplish a common goal (Sheeba and Layal, 2017). Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals or organization is a systematic arrangement of people to accomplish the same specific purpose. Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services. Organisational productivity is a basic goal of management in today's business environment (Jamal and Wayne, 2007).

This is so because if the productivity of an organisation is higher than that of its competitors, that organisation survives better because higher productivity will result in higher profits, and more job opportunities.

Amos *et al.* (2008), defined organisational productivity as the ratio of outputs to inputs, where performance effectiveness and efficiency are measures of organisational productivity. Effectiveness refers to achieving organisational goals, which is directly linked to levels of customer satisfaction, while efficiency refers to the cost of resources in relation to goal achievement (Amos *et al.*, 2008). One of the most important issues facing the applied behavioral sciences is that of human productivity, the quality and quantity of work.

According to Judd-Leonard (2019), our people are yet to embrace the importance of team building in business, cooperation and collaboration. We like to work for ourselves and many don't care about uplifting others, even when those people actually look up to them.

So the successes of teamwork can be measured by the output or productivity of the group, with that thought in mind. Success has to do with how the individual or the group behaves. On the other hand effectiveness describes the internal state of an individual and thus, it is attitudinal in nature individuals who are interested only in success tend to emphasize their position power and use close supervision. Effective individuals, however, will also depend on personal power and use more general supervision position power tends to be delegated down through the organization, while personal power is generated upward from below through group acceptance.

2.1.4. Challenges to Team Building

According to Fapohunda (2013), teams are easily influenced to all challenges that can occur during any organizational change process. Therefore, the challenge of team building includes;

- Lack of committed team members: The essence of team building is to improve group performance through the available results and ensure conflict reduction at workplace. Where teamwork demands job enlargement it is pertinent to either change the system of compensation and rewards or reduce some of the employees responsibilities.

- Reducing employees' morale: Team building activities must be complemented with meaningful organisational practices. Where teams member do not see an improvement with an Organisation associated with team building events, they may demoralize and such consequently result in loss of trust in the Organisation, harm motivation, decrease employee morale and production.
- Lack of trust among the team members: This posed another challenges when the team members are not trusted enough to make vital decisions regarding the assigned task in a workplace.
- Lack of teamwork skills: One of the challenges facing leaders is to find team-oriented employees. Most organizations rely on educational institutions to have inculcated these skills into students.

2.2. Theoretical Framework

This study is hinged on theory of motivation with specific attention to Tuckman's theory of motivation which was first developed by Bruce Tuckman in (1965) and John Adair - Action-Centered Leadership theory of motivation proposed in (1934). The relationship of the theories on the impact of effective team building and organisational productivity were discussed below.

2.3. Tuckman's Forming - Storming - Norming – Performing

Tuckman's theory focuses on the way in which a team tackles a task from the initial formation of the team through to the completion of the project. Tuckman's theory is particularly relevant to team building challenges as the phases pertain to the completion of any task undertaken by a team. One of the very useful aspects of team building activities contained within a short period of time is that teams have an opportunity to observe their behaviour within a measurable time frame. Often teams are involved in projects at work lasting for months or years and it can be difficult to understand experiences in the context of a completed task. Tuckman's model is significant because it recognizes the fact that groups do not start off fully-formed and functioning. He suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to cohesive, task-focused teams. However, this theory is only concern about how to get the job done by the team members and overcome those challenges being faced on the job without considering the implications of such activities in the life of the workers. Organisation cannot be productive unless each employees sees themselves as parts of the Organisation thereby make them to be committed to the Organisational goals and work in synergy as a team.

2.4. John Adair - Action-Centered Leadership

Adair concept brought an approached leadership from a more practical and simple angle; by describing what leaders have to do and the actions they need to take. His model was figuratively based on three overlapping circles representing: - (i) achieve the task. (ii) Build and maintain the team. (iii) Develop the individual.

This creates a clear distinction between leadership and management. Creating charismatic 'Great Man' leaders is difficult and cannot be relied on. You cannot guarantee that such a person can be developed and, once developed, that they will be reliable. Adair's theory is more practical and shows that leadership can be taught and that it is a transferable skill.

The three circles in Adair's model overlap because:-

1. The task needs a team because one person alone cannot accomplish it.
2. If the team needs are not met the task will suffer and the individuals will not be satisfied.
3. If the individual needs are not met the team will suffer and performance of the task will be impaired.

John Adair's work is in line with motivational theorists such as Maslow, McGregor and Herzberg. He emphasizes the need for development of the team and team building. This theory is relevant to the study because it is useful tool for thinking about what constitute an effective and competent team leader in relation to assigned task.

2.5. Review of Related Empirical Studies

Shouvik and Mohammed (2018), carried out a research on the Impact of Teamwork on Work Performance of Employees: A Study of Faculty Members in Dhofar University. The objective of the research was to highlight the effects of teamwork on faculty members in Dhofar University and their performances and also to examine the factors associated with the concept of teamwork in job environment. A sample size of 100 respondents was drawn from the population of faculty members in Dhofar University. The questionnaires were distributed to the faculty members in all the colleges of Dhofar University and use of two hypotheses. The study adopted descriptive survey design. Correlation and ANOVA were used to find the relationship between the independent and dependent variables and the impact of the independent variables on the dependent variable i.e., employee performance. The research study revealed that teamwork, leadership and structure, team trust and performance appraisal and rewards have a significant and positive impact on the performance of faculty members in Dhofar University. The regression analysis and ANOVA also show that there is a significantly strong relationship between the set of four independent variables and the dependent variable employee performance. Teamwork was found to the most significant independent variable having the most significant impact on performance, followed by trust among team members, effective leadership in the team and proper system of performance appraisal and rewards. The study recommends that there is Strong leadership and an environment of trust among team members come across as significant factors which can help increase the level of employee performance.

Sonal and Theophilus (2016), did a study to assessed the impact of teamwork on organizational productivity on the staff members of Kwashieman Anglican Basic School of the Accra Metropolitan Assembly, Omanjor M/A Basic

School under the Ga-West Assembly and Ablekuma Anglican Basic School in the Ga-Central Assembly of the Greater-Accra Region. The study utilized quantitative techniques to analyze the relationship between the variables that is Teamwork, Esprit de corps (Team Spirit), team trust, recognition and rewards and organizational productivity. The study shows that there is a significant positive impact of the predictors on the response variable with an adjusted R2 of 70.5%. The study recommends that teamwork activities have to be adopted in order to enhance Organizational Productivity.

Peter (2005), carried out a study on team effectiveness and Organisational Learning: A Conceptual Framework. Its purpose is to argue that team learning is the principal means for achieving team effectiveness and Underpinning the relationships between effectiveness and learning are learning domains. The result recommended that high-involvement routines related to cognitive conflict can be used to help the group concentrate on substantive issues so that team members can visualise team problems in a different light. A more enlightened domain was also achieved by an increase in the quality of interaction routines and managements resolve to create proactive inquiry through different forums such as meetings, socialization activities, and conferences. Also, the study found that quality of free-flowing talk for instance will be encumbered when team activities are subject to groupthink, affective conflict, and a lack of integration or shared understanding.

Sheeba and Layal (2017), carried out a research to examine the impact of teamwork on the performance of employees working in banking sector. Correlational research design was used to examine the relationship between teamwork and employees' performance. Data was collected from 120 employees working in a Bank. Different statistical tests were applied which demonstrate that there is a positive and direct relationship of teamwork on employees' performance. The results obtained from correlation and regression analyses displayed a significant impact of teamwork on employee performance. The researcher agreed to the fact that working in a team reduces incivility and bullying as the team members are more focused upon the accomplishment of the tasks, which the team members need to accomplish. The research study found that teamwork has a significant positive influence on employee performance. It was concluded that the increase in collaboration tends to increase the number of ideas and this increases the effectiveness in tasks assigned to them. Thus, it can be said that teamwork is significantly related with the employee's performance.

2.6. Research Gap

There are numerous recent researchers who suggest on the relationship between team works with respect to organization performance with the history that Organisation may have larger population of workers and have low productivity with no much improvement in their products. This study is considering the derailed in workplace productivity, which could be absence of effective team building and inadequate managerial skills of team leaders. Also this study intends to study the relationship between effective team building and organisational productivity and how these two variables affect each other, specifically in public Organisation where Osun state Water Corporation chosen to be case study.

3. Methodology

The research design used for this study was descriptive design which seeks to describe the impact of effective team building on organisational productivity. The population of the study as at May, 2019 was 750 staff which comprise of osogbo zone with 83 staff, Ife Zone with 65 Staff, Ilesa Zone with 81 staff, Ede zone with 71 staff, Ikire zone with 54 staff, Iwo zone with 67 staff, IlaOrangun zone with 68 staff, ikirun zone with 69 staff, Ijebu- Jesa zone with 59 staff and Osogbo Headquarter office with 133 staff respectively. Since the staff of the Organisation stationed in different zones, the researchers was take stratification sampling method to give every department/unit enough representatives of every zone. In selecting sample size because of the large population, (Yamane, 1967) was employed for the sample size which indicated below with this formula;

$$n = \frac{N}{1 + N(e)^2}$$

where n= Sample size

N= Total Population

e= level of Significance @5%

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{750}{1 + 750(0.05)^2} = \frac{750}{1 + 750(0.0025)} = \frac{750}{1 + 1.875} = \frac{750}{2.875}$$

n=260.8695. Therefore, the sample size is 261 staff.

Table-1. Stratified sampling

Respondent category (Staff)	Target population	Sample size
osogbo zone	83	38
Ife Zone	65	18
IlaOrangun zone	68	19
Ilesa Zone	81	26
Ede zone	71	20
Ikire zone	54	15
Iwo zone	67	26
ikirun zone	69	25
Ijebu- Jesa	59	22
Osogbo Headquarter office	133	52
Total	750	261

Source: Authors fieldwork, 2019

The researchers designed questionnaire with which responses were collected from the respondents. The researcher makes use of ResisLikert Scale system (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree). Data were sourced from both secondary and primary sources. Questionnaires were personally administered by the researcher to the various staff in their zonal offices for effective feedback and the responses to the questions on the questionnaire were analyzed using descriptive analysis. The research hypotheses stated earlier in the study were also tested using Regression and Analysis of Variance (ANOVA) and the package used for the estimation was the aid of SPSS (Statistical Package for Social Sciences 20.0). The hypotheses were tested with F-statistic at 5% level of significance. The F-Statistic is compared with the F-critical value at 0.05 level of significance. If the F-critical is less than the F-statistic the null hypothesis is rejected. Otherwise, it is accepted when the F-critical is greater than F-statistic.

3.1. Model Specification

$$Y = a + bx$$

Y=Dependent Variable

a= autonomous variable

b= coefficient

x= Independent Variable

Y= Organisational productivity

x_1 =Effective Team building

x_2 = Team leader competency

x_3 = Training and Retraining

$$ORGP = \beta^0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \sum \text{ or } U$$

4. Presentation of Results and Discussion of Findings

The data collected to answer the research question were analysed using SPSS and hypotheses were tested using Analysis of Variance (ANOVA) and Regression Analysis. The results are shown in table 1 to 6.

4.1. Research Question Analysis

Table-2. Team building performances influence the productivity of Osun state water corporation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	188	72.0	72.0	72.0
	A	43	16.5	16.5	88.5
	UN	15	5.7	5.7	94.3
	D	8	3.1	3.1	97.3
	SD	7	2.7	2.7	100.0
	Total	261	100.0	100.0	

Table 1 above indicates that 72% represent 188 of the respondents were strongly agreed that team building performances influence the productivity of Osun State Water Corporation, 16.5% represent 43 of the respondents were agreed to the statement, 5.7% represent 15 of the respondents were undecided, 3.1% represent 8 of the respondents were disagreed to the statement, while 2.7% represent 7 of the respondents were strongly disagreed that team building performances influence the productivity of Osun State Water Corporation.

Table-3. Effective training and development of team members has impact on organisational productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	199	76.2	76.2	76.2
	A	54	20.7	20.7	96.9
	UN	2	.8	.8	97.7
	D	5	1.9	1.9	99.6
	SD	1	.4	.4	100.0
	Total	261	100.0	100.0	

Table 2 above indicates that 76.2% represent 199 of the respondents were strongly agreed that effective training and development of team members has impact on organizational productivity, 20.7% represent 54 of the respondents were agreed to the statement, 0.8% represent 2 of the respondents were undecided, 1.9% represent 5 of the respondents were disagreed to the statement, while 0.4% represent 1 of the respondents were strongly disagreed that effective training and development of team members has impact on organizational productivity.

Table-4. Team Leader competencies affect organisational productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	176	67.4	67.4	67.4
	A	61	23.4	23.4	90.8
	UN	18	6.9	6.9	97.7
	D	4	1.5	1.5	99.2
	SD	2	.8	.8	100.0
	Total	261	100.0	100.0	

Table 3 above indicates that 67.4% represent 176 of the respondents were strongly agreed that team leader competencies affect organizational productivity, 23.4% represent 61 of the respondents were agreed to the statement, 6.9% represent 18 of the respondents were undecided, 1.5% represent 4 of the respondents were disagreed to the statement, while 0.8% represent 2 of the respondents were strongly disagreed that team leader competencies affect organizational productivity.

4.2. Test of Hypotheses

Hypothesis One: Team Building has no positive significant in Organizational productivity.

Table-5. ANOVA table for team building has no significant effect on organizational productivity

	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	128.275	4	32.069	532.733	.000	Accepted
Within Groups	15.410	256	.060			
Total	143.686	260				

Source: Author compilation (2019), using SPSS 20.0

This indicate that team building has significant impact on organizational productivity ($F= 532.73$, $P< 0.05$). The value obtained from F- statistic computed is 532.73 and the corresponding P-value obtained is 0.000 which is less than the 0.05 level of significance. Therefore, Null Hypothesis is rejected and Alternative Hypothesis is accepted as team building has significant impact on organizational productivity.

Hypothesis Two: Training and development of team members has no significant effect on organisational productivity.

Table-6. ANOVA table for training and re-training of team members has no significant effect on organisational productivity

	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	80.020	4	20.005	278.308	.000	Accepted
Within Groups	18.401	256	.072			
Total	98.421	260				

Source: Author compilation (2019), using SPSS 20.0

This indicate training and re-training of team members has significant effect on organizational productivity, ($F=278.31$, $P< 0.05$). The value obtained from F- statistic computed is 278.31 and the corresponding P-value obtained is 0.000 which is less than the 0.05 level of significance. Therefore, Null Hypothesis is rejected and Alternative Hypothesis is accepted as training and re-training of team members has significant effect on organizational productivity.

Hypothesis Three: Team leader competency has no significant influence on organisational productivity.

Table-7. ANOVA table for team leader competency has no significant influence on organisational productivity

	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	107.684	4	26.921	361.296	.000	Accepted
Within Groups	19.075	256	.075			
Total	126.759	260				

Source: Author compilation (2019), using SPSS 20.0

This indicate team leader competency has significant influence on organisational productivity, ($F=361.30$, $P < 0.05$). The value obtained from F- statistic computed is 361.30 and the corresponding P-value obtained is 0.000 which is less than the 0.05 level of significance. Therefore, Null Hypothesis is rejected and Alternative Hypothesis is accepted as Team leader competency has significant influence on organisational productivity.

The result shows that Team Building, Training and re-training, and Team Leader were jointly predictors of organizational productivity ($F(3, 257) = 861.13$; $R^2 = 0.91$; $P < 0.05$). The predictor variable jointly explained 91% of the variance of organizational productivity, while the remaining 9% could be due to the effect of the extraneous variable. Team Building ($\beta = 0.604$; $t = 14.771$; $P < 0.05$) were significantly independent predictors of organizational productivity. This implies that both have positive significant effect on the organizational productivity. Also Training and re-training of team members ($\beta = 0.109$; $t = 1.068$; $P > 0.05$) has positive effect but insignificant on the organizational productivity.

4.3. Discussion of Findings

The results obtained in this study are discussed based on the research questions and hypotheses formulated and tested in the study. The study found that employees' performance and team leaders' capability posed major effect on organisational productivity at all levels in Osogbo Water Corporation.

The first hypothesis tested which stated that Team Building has no positive significant in Organizational productivity. It was deduced that team building has significant impact on organizational productivity ($F= 532.73$, $P < 0.05$). The value obtained from F- statistic computed is 532.73 and the corresponding P-value obtained is 0.000 which is less than the 0.05 level of significance. The test revealed that if members of the team can work in synergy without considering the differences in the likes of level of educational background and others, the expected productivity will be very high. The second hypothesis stated that Training and re-training of team members has no significant effect on organisational productivity. The result indicated that training and development of team members has significant effect on organizational productivity, ($F=278.31$, $P < 0.05$). The value obtained from F- statistic computed is 278.31 and the corresponding P-value obtained is 0.000 which is less than the 0.05 level of significance. The significant number of respondents agreed that continuous training of employees will not only increase productivity but improve the morale of workers as well as reduced wastages. The last hypothesis stated that team leader competency has no significant influence on organisational productivity. The test showed that team leader competency has significant influence on organisational productivity, ($F=361.30$, $P < 0.05$). The value obtained from F- statistic computed is 361.30 and the corresponding P-value obtained is 0.000 which is less than the 0.05 level of significance. It was observed that capabilities of team leader in carrying out the assigned task determined its output, if the team leader understands the technical knowhow of job and he is friendly with co-team members with a lot of motivation, it will enhance employee's efficiency and productivity.

5. Conclusion

The findings from the study showed that there were significant impacts of team building on organisational productivity. Based on the finding of the study it was concluded that team building is an efficient way of achieving success in work place or in the organization. It helps in boosting the productivity, effectiveness and efficiency of work as well as the performance of organizations as a whole. Regular training is necessary in organization to enhance the team building exercise in accordance with organisational regulations. It is more effective to accomplish its task and in satisfy the needs of the group members. Supporting and implementing team work in an Organisation require a considerable Organisational change and consideration of many dynamic issues. The depth and scope of the changes showcase that team building and implementation is a lengthy process presenting many challenges. However the benefits are enormous and those implementing teams have no plans to revert to their previous structures. Despite the challenges, effective team building provides many benefits to organizations.

Recommendations

In line with the findings of the study the following recommendations were made:

- Managers of every institutions or workplace should put intensive efforts in training and retraining of their staff for creating greater impact on employees' performance. For instance, sponsoring of academic staff of higher institution of learning in seminars and international conferences will not only boost the morale of such employees but also increases the organisational productivity.
- Organisation should assigned leaders of the team base on the individual competency and commitment to organisational goals rather than chosen team leaders who have personal relationship with the people in the helm of affairs because it will have adverse effect on the achievement of such team.

- Proper measures should be taken to ensure that all employees obey the workplace rules and policies. This can help in maintaining a balanced workplace and promote workplace wellness. It would also provide enough enthusiasm for workers to continue adding value to the organization.
- Team members should trust, support and respect one another's individual differences to accomplish group goals or tasks.
- It is pertinent that each employee should be committed to the organisation's objectives, loyal and stay with the organisation even during turbulent times and works as an effective team member.

Suggestion for Further Research

The researchers recommend specifically that, further researcher should carry out an in-depth analysis on the impact of team building on small and medium establishment with a larger sample size, using longitudinal method to validate these findings and comprehend some other factors contributing towards organisational productivity such as the effect of advancement in technology on team building.

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