



Teamwork and Employees' Performance - A Study of Beta Glass Manufacturing Company, Ughelli

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Executive Summary

In spite of the widely acknowledged significance of teamwork in enhancing employee performance and achieving organizational objectives, there has been a discernible decline in employee performance. Contributing factors to this decline encompass Ineffective Team Dynamics, characterized by communication breakdowns, lack of cohesion, and inadequate synergy, as well as Technological Gaps and Training Deficiencies, Lack of Role Clarity and Task Allocation, Challenges in Communication Channels, Reward Systems, etc. in line with these, the study aimed to assess the impact of communication on the quality of work among employees at BETA Glass Manufacturing Company, Ughelli. Additionally, it sought to explore the relationship between collaboration and productivity among the company's employees. Anchored in McGrath's Input-Process-Output (IPO) Model from 1964, the research employed a survey research design with a population of 200. Taro Yamane determined the sample size, and Pearson's moment correlation was utilized to test the hypotheses. The findings underscored a noteworthy positive relationship between communication and the quality of work, as well as a significant positive correlation between collaboration and productivity among employees at BETA Glass Manufacturing Company, Ughelli. Consequently, the study concluded that improving communication positively influences the quality of work delivered by employees, while heightened collaboration substantially enhances employee productivity. The study recommends that BETA Glass Manufacturing Company should invest in fortifying communication channels and implement team-building activities. By taking these measures, the organization can leverage the potency of collaboration to drive heightened productivity among employees, ultimately contributing to overall organizational success.

Keywords: *Teamwork, Communication, Collaboration, Employee Performance*

Introduction

The evolving nature of the modern workplace, characterized by rapid technological advancements, globalization, and changing demographic structures, has necessitated a reevaluation of traditional work paradigms. In response to these shifts, organizations are increasingly relying on collaborative efforts to harness the collective intelligence and skills of their workforce. Teamwork, therefore, emerges not only as a response to the demands of a dynamic business environment but also as a catalyst for innovation, problem-solving, and adaptability (Elo, 2022).

Teamwork is a fundamental aspect of organizational dynamics that plays an important role in shaping the performance and success of any business. In the contemporary professional landscape, where the complexity of tasks often requires collaboration and diverse skill sets, the importance of effective teamwork cannot be overstated (Anekwe, 2021). The concept of teamwork has evolved significantly over the years, reflecting a shift from traditional hierarchical structures to more collaborative and fluid organizational frameworks. As organizations recognize the need for agility and adaptability, they increasingly emphasize the importance of cohesive teams working towards shared goals.

Research in organizational psychology and management has acknowledged the impact of teamwork on employee attitudes, job satisfaction, and organizational commitment. According to Okpala (2023), team work, communication patterns, and the distribution of roles within a team are among the factors that can significantly shape the way employees perform in their work and contribute to organizational objectives.

The performance of employees stands as a critical determinant of organizational success. Employee performance is a multifaceted concept encompassing not only the quantifiable outcomes of tasks but also the broader dimensions of individual capabilities, motivation, and job satisfaction (Mbaka, 2020). As organizations grapple with the challenges of a competitive global market, the spotlight on understanding and optimizing employee performance has intensified. The significance of employee performance is underscored by its direct implications for productivity, innovation, and overall organizational effectiveness.

Despite the acknowledged importance of teamwork and its critical role in improving employee performance and achieving strategic objectives in organizations, a troubling trend has emerged within the manufacturing industry. Contrary to expectations, employee productivity in this sector has exhibited a persistent downward trajectory. Several factors contribute to this alarming trend, raising urgent concerns about the effectiveness of current

organizational strategies and the ability of manufacturing firms to harness the benefits of teamwork. Key factors responsible for this decline include Ineffective Team Dynamics, characterized by communication breakdowns, lack of cohesion, and insufficient synergy, Technological Gaps and Training Deficiencies, Lack of Role Clarity and Task Allocation, Challenges in Communication Channels, Workplace Stress and Burnout, Insufficient Employee Engagement, Inadequate Recognition and Reward Systems, etc

Addressing these factors is paramount to reversing the downward trajectory of employee productivity in the manufacturing industry. This study aims to systematically investigate these challenges, understand their interplay, and propose targeted solutions to reinvigorate the positive impact of teamwork on employee performance and organizational outcomes in the manufacturing sector.

Objective of the study

The overarching objective of this study is to comprehensively investigate the dynamics of teamwork and its influence on employee performance within the context of BETA Glass Manufacturing Company in Ughelli. Specifically, the study sought to:

The specific objectives are

- (1) to evaluate the Influence of Communication on the Quality of Work among employees at BETA Glass Manufacturing Company, Ughelli.
- (2) to investigate the extent of relationship between Collaboration and Productivity among employees of BETA Glass Manufacturing Company, Ughelli

Literature Review

Teamwork in an Organization

Teamwork is a dynamic and indispensable concept in the modern organizational landscape, with recent authors emphasizing its significant role in achieving collective goals and fostering a positive work environment. Obata (2020) saw it as the collaborative effort of a group of individuals working towards a common objective, teamwork transcends the boundaries of individual capabilities to harness the collective strength of diverse skills, perspectives, and experiences. Teamwork involves individuals coming together and contributing their unique strengths and skills to achieve a common goal. Lencioni (2002) defines teamwork as a cohesive and collaborative effort marked by trust, healthy conflict, commitment, accountability, and a focus on collective results. Lencioni's perspective underscores the interpersonal dynamics and behaviors that contribute to effective teamwork.

Teamwork in an organization is a dynamic and collaborative process where individuals with diverse skills, backgrounds, and experiences come together to achieve common goals. It is a fundamental aspect of organizational success, fostering a work environment that encourages synergy, innovation, and shared responsibility. The concept of teamwork goes beyond individual contributions, emphasizing the collective strength of a cohesive group working towards a shared vision.

Teamwork is rooted in the idea that the collective efforts of a group can achieve more than the sum of individual contributions. It thrives on collaboration, where team members bring their unique skills and perspectives to create synergy. The combined strengths of individuals amplify the team's ability to solve problems, make decisions, and generate innovative solutions. As opined by Madu (2019), teamwork thrives on open and effective communication. Team members need to express their ideas, share information, and provide feedback in a transparent manner. Effective communication ensures that everyone is on the same page, minimizes misunderstandings, and promotes a collaborative atmosphere where ideas can be freely exchanged.

Teamwork is a foundational concept in organizational dynamics, emphasizing collaboration, shared goals, effective communication, and a supportive work culture. Organizations that cultivate and prioritize teamwork are better positioned to harness the collective potential of their workforce, driving innovation, productivity, and overall success.

Dimensions of Employee Performance in the Manufacturing Industry in Nigeria

Employee performance is a critical aspect of organizational success, encompassing the abilities, behaviors, and outcomes that individuals bring to their roles within a company. Effective employee performance is not only crucial for achieving organizational goals but also contributes to a positive work culture and employee satisfaction. According to Obata (2020), employee performance is often measured by an individual's job competence—their ability to effectively and efficiently execute the tasks and responsibilities associated with their role. Competence involves possessing the necessary skills, knowledge, and expertise to meet job requirements and contribute to organizational objectives. Furthermore, setting and achieving goals is a fundamental aspect of employee performance. Whether aligned with individual tasks, departmental objectives, or broader organizational targets, employees are evaluated based on their ability to meet or exceed established goals. Goal-oriented performance fosters productivity and drives organizational success.

As opined by Emeaghalu (2021), the quality of work delivered by employees is a key indicator of performance. Producing high-quality outputs, meeting standards, and adhering to established protocols contribute to organizational excellence. Employers often assess the accuracy, thoroughness, and attention to detail demonstrated by employees in their work.

Effective communication is vital for employee performance. Clear and concise communication, both written and verbal, enhances collaboration, reduces misunderstandings, and ensures that information is conveyed accurately. Strong communicators contribute positively to team dynamics and overall organizational effectiveness. Employee performance is a multifaceted concept that encompasses various dimensions, including competence, goal achievement, communication, adaptability, collaboration, and overall well-being. Organizations that invest in fostering a culture of continuous improvement, learning, and support tend to see enhanced employee performance, leading to sustained success in a competitive business landscape.

The Concept of Communication

Communication is a complex and multifaceted concept that has been described as the lifeblood that permeates every facet, influencing relationships, decision-making processes, and overall effectiveness. According to Littlejohn and Foss (2011), communication is a transactional process that involves the sharing of meanings through the encoding and decoding of messages. Their perspective emphasizes the interactive nature of communication. Communication is also seen as the process of creating and sharing meaning through symbolic interaction (DeVito, 2020). This definition underscores the role of symbols and language in conveying messages.

Effective teamwork is intricately tied to the quality of communication within a team. A collaborative and cohesive team relies on open and clear communication as a foundational element. Effective communication is pivotal in the early stages of team development, facilitating the building of trust and establishing norms for interaction. Clear communication fosters collaboration, ensuring a shared commitment to goals, and establishing mutual accountability.

Effective communication in facilitates teamwork though the following ways:

- a. **Facilitating Collaboration:** Open communication channels encourage team members to share ideas, perspectives, and expertise, fostering a collaborative environment.
- b. **Aligning Goals and Objectives:** Communication plays a central role in aligning individual and team goals. This alignment is crucial for steering the team in a coordinated direction.
- c. **Creating a Shared Understanding:** Clear communication contributes to a shared understanding among team members. When communication is transparent, it reduces the likelihood of misunderstandings and enhances overall team cohesion.
- d. **Building Trust and Cohesion: Trust is a cornerstone of effective teamwork, and communication is instrumental in building and maintaining trust among team members.**
- e. **Problem-Solving and Conflict Resolution:** Effective communication is crucial in addressing challenges and conflicts within the team.
Quality of Work

Quality of Work in An Organization

The quality of work within an organization represents the sum total of its culture, processes, and people. It's a dynamic interplay of various factors that collectively contribute to the excellence and effectiveness of tasks performed. Elevating the quality of work within an organization is a nuanced journey that involves a deep understanding of the organizational culture, the alignment of processes, and the empowerment of individuals. It requires a holistic commitment to engagement, clear expectations, continuous learning, effective leadership, streamlined processes, collaboration, feedback mechanisms, ethical practices, customer focus, and a dedication to adaptability and innovation.

Organizations that embrace and prioritize these interconnected elements create an environment conducive to consistently delivering work of the highest caliber. The organizational culture serves as the bedrock for the quality of work. A culture that values transparency, encourages collaboration, and upholds ethical standards creates an environment where employees feel inspired to deliver their best. Organizations that embrace a culture of continuous learning and improvement create an environment where employees are encouraged to explore new ideas, refine their skills, and contribute to the ongoing enhancement of work quality.

Effective Collaboration in a Workplace

Effective collaboration is a cornerstone of high-performing workplaces, contributing to innovation, productivity, and overall organizational success. Cultivating an environment that encourages and facilitates collaboration involves a combination of cultural, structural, and communication strategies (Emeaghalu, 2021). At its core, a workplace culture that values collaboration is one where every employee feels a sense of ownership and shared purpose. This cultural foundation is forged through the establishment of a compelling vision and common values that resonate with individuals across all levels of the organization. When employees identify with and internalize this vision, it becomes a unifying force that guides their actions and encourages collaboration toward common objectives.

A collaborative culture thrives on inclusivity and diversity. Organizations that actively seek and embrace a diverse workforce create an environment where employees bring a wealth of perspectives, experiences, and skills to the table. This rich tapestry of backgrounds enhances creativity and problem-solving, laying the groundwork for effective collaboration. Physical and digital workspaces play pivotal roles in facilitating collaboration. Beyond the traditional office setup, contemporary workplaces recognize the importance of creating spaces that encourage spontaneous interactions.

Employee Productivity

Employee productivity stands as the cornerstone of organizational success, embodying the collective effectiveness, efficiency, and contributions of individuals within a workforce. A nuanced exploration of this crucial dimension reveals a multifaceted interplay of factors that extend far beyond mere output metrics. Instead, it delves into the intricate dynamics of motivation, engagement, leadership, well-being, workplace design, technology integration, continuous learning, feedback mechanisms, time management, employee involvement, team collaboration, and organizational culture (Okpala, 2022).

At its essence, employee productivity is a reflection of the motivational forces that drive individuals to excel in their roles. Classical theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory delve into the psychological underpinnings that influence how employees derive satisfaction and motivation from their work. Workplace design, both physical and psychological, plays a crucial role in shaping the context within which employees operate. An environment that prioritizes comfort, collaboration, and the elimination of distractions positively impacts employee focus and overall productivity.

Theoretical Framework

This study anchors on the Input-Process-Output (IPO) Model by McGrath in 1964. This model is commonly used in organizational psychology and human resource management to understand the dynamics between various factors that influence employee performance. The IPO model breaks down the factors into three main components:

- i. **Input:** This refers to the resources, skills, and characteristics that employees bring to the teamwork and performance equation. In the context of teamwork, inputs might include individual skills, knowledge, attitudes, and other personal attributes of team members.
- ii. **Process:** This involves the interactions and collaborations among team members, the team structure, communication patterns, and the strategies employed to achieve common goals. For teamwork and performance, the process would encompass how team members work together, communicate, and coordinate their efforts to enhance overall performance.
- iii. **Output:** The output is the end result or performance achieved by the team. In this context, it relates to the collective performance of employees in Beta Glass Manufacturing Company, Ughelli. This could include overall productivity, quality of output, efficiency, and other relevant performance metrics.

Utilizing the IPO model in examining teamwork and employee performance at Beta Glass Manufacturing Company, Ughelli allows researchers to dissect the synergy between individual input factors, such as skills and knowledge, and the collaborative processes within the team, including communication and collaboration. This analysis aims to unveil the intricate dynamics shaping the ultimate output, thereby shedding light on the holistic performance of employees within the company.

Empirical Review

Adebayo (2017) investigated the relationship between teamwork and employees' performance at University of Lagos. The study conducted surveys and interviews to gather data on teamwork dynamics and employed performance metrics. The findings revealed a positive correlation between effective teamwork, as indicated by strong communication and collaboration, and enhanced employee performance in terms of productivity and job satisfaction and concluded that fostering a collaborative team environment positively influences overall employee performance. The study recommended implementing team-building activities and communication training programs.

Adeleke (2019) delved into the intricate relationship between teamwork and employee performance at Zenith Textile Mills in Kaduna. The study employed a combination of surveys and in-depth interviews to unravel the dynamics of teamwork and performance metrics. Findings unfolded a harmonious tune where effective teamwork, marked by seamless communication and collaboration, resonated positively with heightened employee performance, impacting productivity and job satisfaction. The study concluded that cultivating a collaborative team environment serves as a catalyst for overall employee performance, akin to weaving a rich fabric of success and recommended that instituting team-building initiatives and communication training programs were necessary to perfect the collaborative harmony at Zenith Textile Mills.

Okafor (2020) examined the nuances of teamwork and employee performance at Delta Agro Allied Industries in Warri. The study employed a mixed-method approach involving surveys and observational studies, the research aimed to paint a vivid portrait of teamwork dynamics and their impact on performance metrics. The findings depicted a lively scene where cohesive teams, with roles as clear as the Delta waters, exhibited superior productivity and job performance. The researcher concluded that effective team dynamics are the brushstrokes that paint a masterpiece of optimal employee performance and recommended regular team assessments, akin to an artist refining technique, to enhance collaboration and ensure the continued artistic success at Delta Agro Allied Industries.

Ibrahim (2021) explored the interplay of leadership, teamwork, and employee performance at Sahel Confectioneries in Kano. Armed with surveys, interviews, and leadership assessments, the study aimed to navigate the intricate channels of leadership influence on teamwork dynamics and subsequent performance outcomes. The research unveiled a narrative where transformational leadership played the lead role in orchestrating teamwork, resulting in a sweet melody of improved employee performance and job satisfaction and concluded that effective leadership is the key ingredient that sweetens the

collaborative efforts within teams, enhancing overall employee performance. The research recommended adopting leadership development programs and mentorship initiatives to craft leaders capable of infusing the right flavors into the team dynamics at Sahel Confectioneries.

Methodology

Research Design

The study adopted the survey research design. Survey design is one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered to be representative of the entire group.

Population of the Study

The population comprised the 200 employees of Beta Glass Manufacturing Company, Ughelli.

Sample and Sampling Technique

The researcher used Taro Yamane's formula with 95% confidence level to the 200 population to determine the sample size from the population. The calculation for the sample size by using the formula is given below:

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

$$n = 133$$

Method of Data Collection

Data for the study was collected from primary source. Copies of structured questionnaire was administered and the participants will be placed on objective response for each statement on a likert scale. A 5-point Likert scaled questionnaire was used in collecting relevant data for the study; it was arranged ranging from Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1).

Method of Data Analysis

The data gathered from the survey was analyzed using Statistical Package for Social Science (SPSS) version 29.0. The test of hypothesis was addressed through the application of Pearson Product – Moment Correlation analysis.

Test of Hypotheses

H⁰: There is no significant influence of communication on the quality of work among employees at BETA Glass Manufacturing Company, Ughelli.

Correlation Analysis of Communication and Quality of Work

		COMM	QUAL
COMM	Pearson Correlation	1	.858**
	Sig. (2-tailed)		.000
	N	133	133
QUAL	Pearson Correlation	.858**	1
	Sig. (2-tailed)	.000	
	N	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Ver. 29.0

Hypothesis 2

H⁰: There is no significant relationship between collaboration and productivity among employees of BETA Glass Manufacturing Company, Ughelli.

Correlation Analysis of Collaboration and Productivity.

		COLL	PROD
COLL	Pearson Correlation	1	.926**
	Sig. (2-tailed)		.000
	N	133	133
PROD	Pearson Correlation	.926**	1
	Sig. (2-tailed)	.000	
	N	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Ver. 29.0

Summary of Findings

The following findings were drawn from the test of hypotheses carried out in the study;

1. There was a significant positive relationship between communication on the quality of work among employees at BETA Glass Manufacturing Company, Ughelli.

$(r = 0.852 > r = 0.832: \alpha = 0.05)$

2. There was a significant positive relationship between collaboration and productivity among employees of BETA Glass Manufacturing Company, Ughelli.

$(r = 0.926 > r = 0.902: \alpha = 0.05)$

Conclusion

1. The finding underscores the vital role that effective communication plays in influencing and enhancing the overall quality of work within the organization. The robust correlation suggests that as communication improves, there is a corresponding positive impact on the quality of work delivered by employees.
2. The high correlation coefficient suggests that as collaboration increases, there is a substantial positive effect on employee productivity. This finding highlights the potential for organizations to leverage collaborative practices as a strategic approach to enhance overall productivity.

Recommendations

1. BETA Glass Manufacturing Company should invest in strengthening communication channels by implementing regular training programs to enhance communication skills among employees, promoting transparent communication practices, and fostering an open communication culture.
2. BETA Glass Manufacturing Company should actively promote and support collaboration initiatives. This may involve creating dedicated collaborative spaces, implementing team-building activities, and recognizing and rewarding collaborative efforts. By doing so, the organization can harness the power of collaboration to drive increased productivity among employees, ultimately contributing to overall organizational success.

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