



## International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

# The Impact of Leadership on Teamwork and Effective Performance of Small Business Enterprises (A Case Study of Selected Table Water Factory)

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## ABSTRACT

Teamwork is fundamental to the success of all business enterprises and a means of enhancing overall business outcomes, which leads to increased recognition of teamwork in the business environment. This research sought to investigate the impact of leadership on teamwork and effective performance of small business enterprises. The objectives that guided the study aimed to identify the relationship between leadership style and effective teamwork performance in small business enterprises, to ascertain the impact of poor leadership focus on teamwork performance, to examine the influence of leadership functional incompetence on teamwork performance, and to investigate the effect of leadership skills and experience on enterprise performance and team effectiveness. To fulfil the stated objectives, data were collected using questionnaire administered to 120 staff at some selected table water factory in Bida Niger state. The collected data were analyzed using SPSS and Structural Equation Modelling (SEM). The result indicated a significant correlation between leadership and effective teamwork performance in small businesses. These findings are expected to provide beneficial recommendations for improving teamwork performance in small business enterprises.

## 1.0 Introduction

In every economy, capitalist or socialist setting business is set-up to be achieved within a set time and this motive cannot be achieved without human resource management that is common with organizational activities aimed at improving the performance of individuals and groups in organization, through joint and collective effort allowing team members to bring their specific knowledge, skills, experience, and training to a project or a work task which maximize the variety of work the team can accomplish as well as the number of tasks they can complete without additional research. Teamwork is fundamental to the success of all business enterprises and a means of improving the overall result of the business. Teamwork is the coming together of professionals who are working on a common goal or objective by contributing their competent skills, positive synergy, individual and mutual accountability. Teamwork is a valuable tool that can help achieve effective business performance, considering the important role it plays. This study will be significant to organizations, employers and employees, students, managers, and future research. Small business enterprises are unique, and they play an important role in enhancing economic growth, sustainability, and development of several developed and less developed countries. They constitute the largest proportion of businesses in most countries, up to 98% and contribute towards the gross domestic product (GDP) and gross value added (GVA) of several nations (Ihua and Siyanbola, 2012). The effective performance of organizations can add to the GDP of the country. Gross domestic product measures of national income and output for a given country's economy. The gross domestic product (GDP) is equal to the total expenditure for all final goods and services produced within the country in a stipulated period. According to Trading Economics (2017), the GDP in Nigeria was worth about 486.80 billion US Dollars (USD) in 2015, and the GDP value of Nigeria represents 0.79% of the world economy. This can increase due to the effective performance of organizations. Organizations can take the provided information in this study to use for solving and saving themselves from their competitors and improving their productivity, and understanding the impact of team effectiveness on the performance of the organization globally.

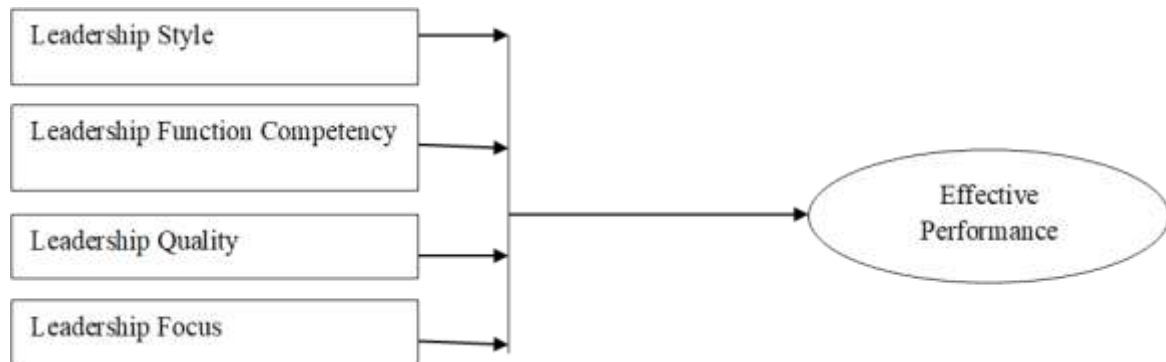
Effective performance of organizations will lead to a reduction in the retrenchment of employees, which brings about job security and an increase in per capita income. Currently, the per capita income in Nigeria is 2534.80 (USD) (Trading Economics, 2017), which increases as a result of the effective performance of organizations. Improving the standard of living of employees. The study can be used to develop and establish a firm's ideas that will bring about further development in the way and manner employers and employees can achieve needed goals and objectives. Managers can make

adjustments in their role and leadership styles towards the achievement and attainment of organizational productivity by introducing teamwork to the organization. Good decision making to enhance the effectiveness of the organization. It is also worth noting that the study can be used as a basis for further research, as the research can be used as a springboard for further research as well as a good reference material for a student undertaking similar research. The study identifies some of the contradictions inherent in teamwork, thereby avoiding their consequences, and the recommendations will endeavor to reduce the shortcomings that can arise in teamwork.

## 2.0 METHODOLOGY

The frame work under which this project work is carried out and the data collection method. Primary and secondary data was gathered. The population of the case study, the sample size used and the data analysis methods shall be made known.

### 2.1 Research Frame Work



### 2.2. Research Hypothesis Development

Leadership style is an important factor in the effective performance of any business enterprise. Good leadership style inspires employees' ability to enhance efficiency and qualities needed for achieving organizational objectives. Efficiency in harnessing resources allocation, utilization, and improving performance (Obiwuru et al., 2011). Therefore, the researcher believes that there is a relationship between leadership style and organizational performance. All the definition of leadership is based on the functions of personality, behavioral category, the role of a leader, and the ability to achieve effective performance from others through communication and interpersonal behavior (Igbaekemen and Odivwri, 2015). Leadership function entails the ability to plan, direct, inspire, command, guide, and initiate in a way to influence the behavior and desire of employees to achieve set goals. Therefore, there is a correlation between leadership functions and skills with the effective performance of the organization.

### 2.3. Research Design/Approach

The data collected for this research were from two sources, namely, primary data and secondary data collection methods.

**Primary Data Collection:** Raw data was obtained directly from the five selected pure water factory staff through questionnaires. Questionnaires were distributed as it was properly designed for processing the impact of teamwork on the effective performance of business enterprises in order to find a dependable solution for the research problems.

**Secondary Data Collection:** This is the data obtained from materials which are not originated by the researchers, but were obtained from past literature. This consists of textbooks, journals, the library, and research materials from the internet.

### 2.4. Research Measurement and Instrument

The research instrument that was used in obtaining relevant data and information for this research work is a questionnaire; the questionnaire was designed to accommodate two (2) sections, section A and section B, respectively. The first section, which is section A, denotes the respondents' demographic profile, such as sex, age, educational qualification, marital status, and experience of the respondents. The second section, which is section B, shows the questions relating to the variables under study and their sources of measurement from previous studies. The questionnaire was constructed using 5-point Likert scales, which express the mind and feelings of the respondent. It ranges from strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1), which gives room for orderliness and use of precise language. Obtaining data from the respondents in any research work requires the use of measurements and instruments that have been tried, tested, and satisfied to be valid and reliable in the past and present day studies as sources. Thus, this study presents the sources of all the instruments as adopted from a previous study in collecting both the dependent and independent variable data for analysis.

Section	Content & sources of measurement	Total item
A	Demographic profile	V
B 1	Leadership style Source: ( Emmanuel Osei Boakye, 2015)	3
2	Leadership functions Source: (Emmanuel Osei Boakye, 2015)	3
3	Leadership focus Source: ( Emmanuel Osei Boakye, 2015)	3
4	Leadership quality Source: (Emmanuel Osei Boakye, 2015)	3
5	Effective performance Source: ( Emmanuel Osei Boakye, 2015)	3
	Total	20

### 2.5. Research Population, Sample, and Sample Technique

In Bida Local Government, there is an estimate of over (200) two hundred factory scattered all over the (14) fourteen wards in Bida Local Government area of Niger state. The researcher intends to use 40% of the population as a sample size in order to obtain an efficient and effective result.

### 2.6 Method of Data Analysis

The Chi-square analytical method, complemented with the SPSS package, was used in analyzing the data collected. This will further supplement text methods to enhance understanding and compliance with social sciences (SPSS) for data analysis and interpretation. Microsoft Excel was used to collate all the responses to the questionnaire administered. The best statistics that were used in testing the hypothesis was Correlation by Pearson

## 3.0 PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

### 3.1. Response Rate

Table 1: Number of questionnaires administered and percentage returned

	Variable	Questionnaire Administered	Questionnaire Returned	Valid Percentage	Non-valid Percentage
1	Bida Table Water	11	2	1.7	12.6
2	Afri H20 Table Water	27	15	12.5	16.9
3	Man-Kiruwa Table Water	10	10	8.3	
4	Tawakaltu Table Water	6	6	5.0	
5	Sauki Table Water	10	10	8.3	
6	Gbate Table Water	21	21	17.5	
7	Sharu Table Water	30	30	25.0	
8	Befrank Table Water	20	20	16.7	
9	Alizubra Table Water	6	6	5.0	
	TOTAL	141	120	100	29.6

Source: research field data

### 3.2 Demographic Profile of Respondent (n=120)

**Table 2: Demographic Characteristics of Respondents**

	VARIABLES	Quantity Frequency	Frequency Percentage (%)
i	<b>Respondent Age</b>		
	16-25	77	64.17
	26-35	36	30.0
	36-45	2	1.67
	46 and above	5	4.17
	Total	120	100
ii	<b>Respondent sex</b>		
	Male	89	74.17
	Female	31	25.83
	Total	120	100
iii	<b>Marital status</b>		
	Single	81	67.5
	Married	39	32.5
	Total	120	100
iv	<b>Educational Qualification</b>		
	SSCE	68	<b>56.67</b>
	ND/NCE	30	25.0
	HND/BSc.	19	15.83
	MBS/MSc.	3	2.5
	Total	120	100
V	<b>Working Experience</b>		
	1-5 years	69	<b>57.5</b>
	6-10 years	45	37.5
	11-15 years	3	2.5
	16-20 years	3	2.5
	21 years and above	0	0
	Total	120	100

### 3.3 Hypothesis Testing

Chi-square ( $\chi^2$ ) statistical tool is used to test the hypothesis formulated for this investigation, and question 2 is closely linked with the first hypothesis

a. Chi-square  $\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$ ,

Where  $f_o$  = observed frequency and

$f_e$  = expected frequency

b. The degree of freedom is determined by  $(r - 1)(c - 1)$

c. Level of significance

d. Decision rule: if the calculated value is higher than the critical (table) value, we will accept the hypothesis

Hi: There is a positive correlation between leadership style: participatory, autocratic, laissez-faire, transformational, and transactional, and effective Business enterprise teamwork performance.

Question 3 in the questionnaire is directly linked to the above hypothesis

**Table 3:** Correlation between leadership style and enterprise teamwork performance.

Variable	Observed frequency	Expected frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O - E)^2}{E}$
Strongly disagreed	0	24	-24	-576	-24.00
Disagreed	4	24	-20	-400	-16.66
Neutral	0	24	-24	-576	-24.00
Agreed	46	24	22	484	20.16
Strongly agreed	70	24	46	2116	88.16
Total	120				$X^2 = 43.66$

Degree of freedom (df) = (2 - 1) (5 - 1) = 4

The level of significance is 5% (0.05). Therefore,  $x^2 = 43.66$ , while the critical (table value) value is  $X^2_{0.05, df_4} = 9.488$

Decision: Since  $x^2 = 43.66$ , the calculated is greater than the critical table value of  $X^2_{0.05, df_4} = 9.488$ , we will accept the hypothesis (Hi) that "There is a positive correlation between leadership style: participatory, autocratic, laissez-faire, transformational, and transactional and effective Business enterprise teamwork performance."

H2: Poor leadership focus and direction have open negative impacts on an enterprise's effective teamwork performance.

And question 15 is closely linked with the above-formulated hypothesis

**Table 4:** Poor leadership focus and direction impact on enterprise, effective teamwork performance.

Variable	Observed frequency	Expected frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O - E)^2}{E}$
Strongly disagreed	0	24	-24	-576	-24.00
Disagreed	0	24	-24	-576	-24.00
Neutral	2	24	-22	-484	-20.16
Agreed	38	24	14	196	8.16
Strongly agreed	80	24	56	3136	130.66
Total	120				$X^2 = 70.66$

Degree of freedom (df) = (2 - 1) (5 - 1) = 4

The level of significance is 5% (0.05). Therefore,  $x^2 = 70.66$ , while the critical (table value) value is  $X^2_{0.05, df_4} = 9.488$

Decision: Since  $x^2 = 70.66$  calculated is greater than the critical table value of  $X^2_{0.05, df_4} = 9.488$ , we will accept the hypothesis (H2) that "Poor leadership focus and direction have open negative impacts on Business enterprise effectiveness team-work performance."

H3: Leadership functional incompetence on creativity, future orientation, and decision making has negative impacts on Business enterprise teamwork performance.

Question 12 is closely linked to the above hypothesis.

**Table 5:** Impact of Leadership functional incompetence on Business enterprise teamwork performance

Variable	Observed frequency	Expected frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
Strongly disagree	2	24	-22	-484	-20.16
Disagreed	0	24	-24	-576	-24.00
Neutral	9	24	-15	-225	-9.37
Agreed	79	24	55	3025	126.04
Strongly Agreed	30	24	6	36	1.50
Total	120				$X^2 = 74.01$

Degree of freedom (df) = (2 - 1) (5 - 1) = 4

The level of significance is 5% (0.05). Therefore,  $x^2 = 74.01$ , while the critical (table value) value is  $X^2_{0.05, df_4} = 9.488$

Decision: Since  $x^2 = 74.01$  calculated is greater than the critical table value of  $X^2_{0.05, df_4} = 9.488$ , we will accept the hypothesis (H3) that “Leadership functional incompetence on creativity, future orientation, and decision making has negative impacts on Business enterprise teamwork performance.”

H4: Adequate leadership skills, talents, and experience are jointly and separately positively impactful on Business enterprise effective teamwork performance. Question 11 is closely linked to the raised hypothesis

**Table 6:** Impact of Adequate leadership skills, talents, and experience on enterprise effective performance.

Variable	Observed frequency	Expected frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
Strongly disagreed	1	24	-23	-529	-22.04
Disagreed	0	24	-24	-576	-24.00
Neutral	6	24	-18	-324	-13.50
Agreed	37	24	13	169	7.04
Strongly agreed	76	24	52	2704	112.66
Total	120				$X^2 = 60.16$

Degree of freedom (df) = (2 - 1) (5 - 1) = 4

The level of significance is 5% (0.05). Therefore,  $x^2 = 60.16$ , while the critical (table value) value is  $X^2_{0.05, df_4} = 9.488$

Decision: Since  $x^2 = 60.16$  calculated is greater than the critical table value of  $X^2_{0.05, df_4} = 9.488$ , we will accept the hypothesis (H4) that “Adequate leadership skill, talents and experience are jointly and separately, positively impactful on Business enterprise effective teamwork performance”

### 3.4 Summary of Findings

Accept the hypothesis (Hi) that “There is a positive correlation between leadership style: participatory, autocratic, laissez-faire, transformational, and effective Business enterprise teamwork performance.”

Accept the hypothesis (H2) that “Poor leadership focus and direction have open negative impacts on Business enterprise effective teamwork performance.”

Accept the hypothesis (H3) that “teamwork performance.” Leadership functional incompetence on creativity, future orientation, and decision making has negative impacts on the Business enterprise

Accept the hypothesis (H4) that “Adequate leadership skill, talents, and experience are jointly and separately, positively impactful on Business enterprise effective teamwork performance”.

## 4.0 SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

### 4.1. Recapitalization of Study Findings.

This research was conducted in order to know the impact of teamwork on effective performance of small business enterprise, a case study of some selected table waste factory in Bida, Niger state Nigeria. The following are the major findings of this research, as follows:

- There is a positive correlation between leadership style: participatory, autocratic, laissez-faire, transformational, and effective Business enterprise teamwork performance.
- Poor leadership focus and direction have open negative impacts on a Business enterprise's effective teamwork performance.
- Leadership functional incompetence in creativity, future orientation, and decision making has negative impacts on Business enterprise teamwork performance.
- Adequate leadership skills, talents, and experience are jointly and separately positively impactful on Business enterprise effective teamwork performance.

### 4.2. Discussion

This study examines the relationship between leadership style and enterprise teamwork effective performance, the impact of enterprises' poor leadership focus on business enterprise teamwork performance, the impact of enterprise leadership functions' incompetence, on business enterprise teamwork performance and investigates the impact of enterprise's leadership skill, and experience on business enterprise teamwork performance. Hypothesis one states that "There is a positive correlation between leadership style: participatory, autocratic, laissez-faire, transformational, and effective Business enterprise teamwork performance." And was found to be significant in this study. The result of hypothesis one is consistent with a previous study of (Iqbal et al, 2005), which states that leadership styles have a significant and substantial effect in small businesses and the world's largest corporations. (Pellerin, 2007), Leadership style is critical to the success of a small business. Hypothesis two states that poor leadership focus and direction have open negative impacts on business enterprise and effective team-work performance, this was found significant in this study, the result of hypothesis two is consistent with previous study of Ragab, (2014) which state that poor leadership affects the business ability to retain employees and lower employees morale, motivation and productivity. Perry (2001) and Beaver (2003) state that poor leadership practices in small businesses are the cause of many small business failures. Hypothesis three states that Leadership functional incompetence on creativity, future orientation, and decision making has negative impacts on Business enterprise and is found to be significant in this study. The result is supported by Fisher (1995), who proposed that effective employee performance depended upon the proper match between a leader's ability to lead is contingent upon situational factors that include the leader's capabilities, behavior, performance style, etc. Hypothesis four states that adequate leadership skills, talents, and experience are jointly and separately positively impactful on Business enterprise effective teamwork performance, and were found to be significant and strongly correlated with effective performance of business enterprise. This finding also is in view with Scheers and Radipere, (2007) which state that leadership skills and managerial skills are required to organize resources needed to operate the small business and Iqbal, *et al.*, (2005) which state that an effective leader has a responsibility to provide guidance and share the knowledge to employees to lead them for better performance and make them expert for maintaining the quality.

### 4.3 Implications of the Study

According to Howard (2006), statistical information from Scarborough and Zimmer (2005) indicates that small businesses employ 51% of the private sector, showing that small businesses are critical to economic growth. Activity generated by small businesses is a function of the economy and the future, so the economy depends on leadership in small businesses (Leebaert, 2006). The result in this study adds to the body of teamwork knowledge in identifying that leadership style has a significant impact on business performance. Past research has shown that leadership style is one of the basic foundations for effective teamwork performance in business organizations. The major duties of leaders in today's business enterprise are to ensure that leaders create maximum effect on teamwork for performance maximization, team effectiveness, and satisfaction of team desires to achieve profitability and success (Spinelli, 2006). The current study showed that leadership focus, leadership functions, leadership quality, and leadership style have an impact on teamwork's effective performance.

Holland (1998) stated that owners and executives are successful entrepreneurs when they focus on leadership attributes that inspire, motivate, and guide employees. The researcher recommended that further research should be conducted to investigate other areas that will be of effect on teamwork and effective performance.

## 5. CONCLUSION

This research shows a strong, positive, significant relationship between the independent variables, namely leadership style, leadership function, leadership focus, and leadership quality, and the dependent variable, which is effective performance. However, the independent variables were highly correlated with effective teamwork performance. The results show that a positive impact of leadership style, leadership function, leadership focus, and leadership quality will contribute to an increase in effective teamwork performance.

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## Questionnaire

Questionnaire on the effect of distribution channel on enterprise performance in the public sector in Bida Local Government

### SECTION A

#### PERSONAL DATA

- i. Age
  - a. 16 – 25 ( )
  - b. 26 – 35 ( )
  - c. 36 – 45 ( )
  - d. 46 and above ( )
- ii. Sex
  - a. Male ( )
  - b. Female ( )
- iii. Marital Status
  - a. Single ( )
  - b. Married ( )

## iv. Educational Qualification

- a. SSCE ( )
- b. ND/NCE ( )
- c. HND/B.S.C ( )
- d. M.B.A/M.S.C ( )

## v. Working Experience

- a. 1 – 5 year ( )
- b. 6 – 10 years ( )
- c. 11- 15years ( )
- d. 16 - 20years ( )
- e. 26 years and above ( )

**SECTION B**

**INSTRUCTION: Please circle or tick ( ) appropriately where applicable using the following numbers to indicate your answers or figure**

**(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)**

		1	2	3	4	5
		SD	D	N	A	SA
1	Managers' recognition of employees through a reward system improves the organization's performance.					
2	Team leader's vision brings various specializations to enhance individual and organizational performance					
3	Time-oriented leadership accomplishes targets within the shortest period of time and enhances organizational performance.					
4	Team leaders ensure effective utilization of organizational resources.					
5	Team members play a major role in organizational performance.					
6	Various teams' leaders always work to improve the quality of the product provided to customers.					
7	The vision and mission of the team are accepted by all the team members.					
8	Work is being accomplished within the shortest time.					
9	There is an improvement in skills among employees in achieving team goals as well as the organization's objectives.					
10	Effective teamwork leaders facilitate clear and open communication for high performance.					
11	Effective teamwork leaders develop team members through shared experiences and practice to enhance performance.					
12	There is a reflection of leadership skills on both employees' and the organization's goal performance.					
13	Effective teamwork has a direct positive impact on organizational performance					
14	Effective teamwork commitment increases the efficiency of an employee towards the organization's high performance.					
15	Effective team leadership focuses on enhancing team members' direction and active engagement towards the organization. performance.					

**APPENDIX II: EXTRACTED FIELD DATA**

**Demographic Profile of Respondent (n=120)**

	<b>VARIABLES</b>	<b>Quantity Frequency</b>
<b>I</b>	<b>Respondent Age</b>	
	16-25	77
	26-35	36
	36-45	2
	46 and above	5
	Total	120
<b>ii</b>	<b>Respondent sex</b>	
	Male	89
	Female	31
	Total	120
<b>iii</b>	<b>Marital status</b>	
	<b>Single</b>	81
	Married	39
	Total	120
<b>iv</b>	<b>Educational Qualification</b>	
	SSCE	68
	ND/NCE	30
	HND/BSc	19
	MBS/MSc	3
	Total	120
<b>V</b>	<b>Working Experience</b>	
	1-5 years	69
	6-10 years	45
	11-15 years	3
	16-20 years	3
	21 years and above	0
	Total	120

## SECTION B

Questions	SD	D	N	A	SA
1	3	0	14	62	41
2	1	0	2	62	55
3	0	4	0	46	70
4	2	0	4	54	60
5	1	0	10	47	62
6	1	0	1	70	48
7	6	1	2	67	44
8	0	5	5	71	39
9	1	0	4	65	50
10	3	0	4	48	65
11	1	0	6	37	76
12	2	0	9	79	30
13	2	2	2	57	57
14	0	0	5	44	71
15	0	0	2	38	80