

# **EFFECTS OF TEAMWORK ON ORGANIZATION PERFORMANCE**

**[A CASE STUDY OF TUYIL PHARMACEUTICAL LIMITED ILORIN]**

**BY**

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## **CERTIFICATION**

This project has been read and approved as meeting the requirements of the Department of Business Administration, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin for the award of Higher National Diploma [HND] in Business Administration.

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## **DEDICATION**

## **ACKNOWLEDGMENT**

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## ABSTRACT

*In today's society, there have been so much emphasis on pride and personal achievement at work place; where by the concept of teamwork seems to be overlooked by managers and employees, due to this management sees less essence of teamwork as a major tool of performance which has led them to poor performance and productivity in the industry market. Therefore, the study seeks to identify the Effect of teamwork has on organizational performance. The objective of this study was to identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance. This research study analyzes the Effect of teamwork on organizational performance on the employees of Tuyi Pharmaceutical Company. Several measures of team performance were analyzed including team trust, recognition and rewards. Convenience sampling technique was used to select the employees whiles Taro Yamane sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive Effect of teamwork on organizational performance.*

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter will focus on the background of the study, statement of the problem, Research question, Research hypothesis, Objective of the study, Scope and limitations of the study and Operational definition of terms

### **1:1 BACKGROUND OF THE STUDY**

Team work is the essential part of devising new roles of effectiveness in order to achieving desired objectives. (SCHAFFNERM, LEWISP & THORN HILLA2 015). This feature is common in industrial and service organizations.

Nowadays organization are becoming more intelligent and smarter to modifying in to team tasks and roles interdependence. Many organizations tend to rely on business units that desired ends. Organizations put the functional individuals in team and expect achievement of job functional and team objectives from contradiction of building effective team work.

How are individual able to manage their functional activities while working in team, organization are supposed to search new roles to be undertaken to achieve their goals more effectively and efficiently (SCHAFFNE Retal 2015)

Team work is a group of individuals who work collectively to achieve the same purpose and goals in providing excellent quality of service. (Shouvik, Hamed, A 2018). Teamwork can enable the members of the team to have a higher level of emotional security, self confidence and the ability to plan and decide with others positively (Shouviketal2018).

There is no greater weapon to organization success than a great team, effective team have the ability to increase efficiency by taking in more complex tasks improve communication by facilitating open discussion and cooperation among



team members, maximize output by leveraging each team members' strengths provide opportunities for personal growth and act as a support mechanism for staff. Unsparingly, team work at work place has shown to increase innovation and creativity by allowing team members to bring unique and success by tapping into each individuals unique strengths and attributes. (Zimmer,2019).

Teamwork have become a ubiquitous part of today's world. Bringing several highly skilled individuals together is not sufficient for teams to be effective. Rather, team members need to be able to work well together for the team to successfully achieve their purpose. As a result, there has been a proliferation of various studies assessing whether and how teams can be improved through teamwork. A wide range of studies show the positive effects of teamwork interventions for improving productivity. (Padmo, 2016) Team performance highly relied on team cohesion, mutual trust and support among team members. These crucial factors ensures teamwork to reach high performance and ultimate success. (Plowman & Mc Douglas, 2018). Therefore teamwork is an important tool towards the sustain ability of organizations as they have been putting more emphasize on collegiality and shared goals as their core values. Teamwork has not only aiming at improving performance of the organization but also motivating employees in the workplace, provide different perspective and feedback, improve efficient great learning opportunity and promote synergy.

## **1:2 STATEMENT OF THE PROBLEM**

Every organization either large or small, struggle to acquire productivity so as to achieve success and maintain valuable image in this present world of competitions.

High population of workers in an organization will be achieving very low productivity at all as a result of lack of teamwork, and small organization with little employees will achieve more because of teamwork among them. That is,

the failure of an organization to coordinate works into work group in order to tap from the respective human resources of the organization processes. Though the rear some factors associated with teamwork such as lack of effective communication and interactive, lack of formal training, lack of employee engagement more to as certain both negative and positive effect of teamwork on organizational performance in an organization.

### **1:3 RESEARCH QUESTIONS**

- i. Is there any significant relationship between adaptability and performance of Tuyil Pharmaceutical Industrial Limited?
- ii. Is there any relationship between coordination and performance of Tuyil Pharmaceutical Industrial Limited?
- iii. Is there any relevant relationship between communication and performance of Tuyil Pharmaceutical Industrial Limited?

### **1:4 OBJECTIVE OF THE STUDY**

The main objective of the study is to examine the effect of teamwork on organization performance other specific objective is to:

- i. To examine the relationship between adaptability and performance of Tuyil Pharmaceutical Industrial Limited
- ii. To determine the relationship between coordination and performance of Tuyil Pharmaceutical Industrial Limited
- iii. To investigate relationship between communication and performance of Tuyil Pharmaceutical Industrial Limited

## **1:5 RESEARCH HYPOTHESIS**

This study formulated distinct assumption to carryout the research and they are highlighted as listed:

- H1:** There is no significant relationship between adaptability and performance of Tuyil Pharmaceutical Industrial Limited
- H2:** There is no significant relationship between coordination and performance of Tuyil Pharmaceutical Industrial, Limited
- H3:** There is no significant relationship between communication and performance of Tuyil Pharmaceutical Industrial Limited

## **1.6 SIGNIFICANCE OF THE STUDY**

A lot of research work has been carried out on the concept of teamwork by many researchers.

This research work is out rightly deviation from all other works that have been carried out on the concept. In this study research try to ascertain how teamwork affects organizational performance.

At the end of this research, it will subsequently help managers of organizations especially Tuyil Pharmaceutical Limited to decide whether to encourage teamwork more than that of individually or the otherwise, to employees, it will also help them to know if it's good to work as a team or individually and Last of all this research work will also serve as a starting point for other researchers who want to conduct their research on this same concept.

## **1:7 SCOPE AND LIMITATION OF THE STUDY**

The scope of analysis is restricted to selected organization that is, Tuyil Pharmaceutical Limited the study shall focuses more on teamwork on the growth of the organization.

As the case usually is, there are certain limitations the researcher will be faced within the cause of this work. One is the area of finance for transportation to the organization, another one is the secrecy of some staff which no may be faced when the research is going on. Apart from finance and secrecy, also considering the fact that research work of this nature is often done within a time bound, the study therefore cannot be exhaustive in its entirety.

Therefore, it is strongly believed that despite these constraints it's effect on this research report will be minimal, thus making the objectives and significance of the study feasible.

## **1:8 OPERATIONAL DEFINITION OF TERMS**

- i. Teamwork: Is the collaboration efforts of a group to achieve a common goal or to complete a task in the most effective and efficient way.
- ii. Team: a team is a formal group of members who interact at a high level and work together to achieve a common goal. When teams are effective, they draw on the abilities and experience of their members to accomplish things that could not be achieved by individuals working separately or other kinds of workgroup.
- iii. Performance: performance is the accomplishment of a given task measured against known standards of accuracy, completeness, cost and speed.
- iv. Organization: Organization is a social entity, such as an institution or an association that has a collective goal and is linked to an external environment.
- v. Organization performance: Organization performance in the study means analysis of Organization's performance as compared to his goals and objectives.

- vi. Efficiency: This refers to the provision of quality product and sewerage services to the esteemed customers in collaboration with others stakeholders in an efficient and cost effective.
- vii. Adaptability: adaptability refer to a soft skill that means you easily adjust to changing circumstance. An adaptable person in the workplace can keep up with moving priorities, projects, clients and technology
- viii. Coordination: coordination can be described as that invisible cord, which runs through all the activities of the organization and binds them together. The process of organizing people or group so that they work together properly and well
- ix. Communication: communication is a process by which information is exchanged between individual through a common system of symbols, Sign or behavior. It also the imparting or exchanging of information by speaking, writing or using some other medium.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

The Effect of teams on organizational performance has been a topic of many researches done by academics and practitioners for the previous years (Jones et al, 2018). The main likely reason for this attentiveness is the belief that teams can affect the performance of organizations. The work of a team is deliberated by some researchers to be particularly important in achieving organizational goals and in evoking performance among subordinates. Several reasons indicate that there should be a relationship between teamwork and performance. Scholars and practitioners suggest that effective team behaviors can facilitate the improvement of performance when organizations face new challenges. Understanding the Effect of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance (Jones et al, 2018).

#### **2.2 Conceptual Framework**

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Adeleke, 2019).

Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organization today are

moving towards “team based” approach to work, this means that working in teams is the basic method used to get work done in these organizations. As a result, employers stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Richard, 2016).

McShone (2021) said that teams are replacing individuals as the basic building blocks of organization - French language television programs has shifted to team-based projects and giving more recognition to teams than to individuals. Companies are not just looking for technical ability but looking for people who can work on teams and solve problems.

According to Steiner (2020) teams and teamwork are not novel concepts; teams and team thinking have been around for years at companies such as Procter and Gamble; and Botany. In the 1980s the manufacturing and auto industries embraced a new team-oriented approach when United States firms retooled to combat Japanese competitor who were quickly gaining market share. Brown et al (2019) examined that managers discovered the large body of research indicating that teams can be more than the tradition corporate structure for making decisions quickly and efficiently. He further said that teams needed for the restructuring and reengineering processes of the future giving instances that simple changes like encouraging input and feedbacks from workers on the line make dramatic improvements.

According to Taylorist model, work was divided into narrow function with short, repetitive work cycles and the work method prescribed in detail but this system fail to offer sufficient scope for a process of upgrading and innovation, which is essential for quick change and adaptation ( Taylorist 2018). In current times there has been growing emphasis in tertiary education that students should develop professional skills as part of their education. Skills such as problem solving, communication, collaboration, interpersonal skills, social skills and

time management are actively being targeted by prospective employers as essential requirement for employ ability especially in team environment. Of these, employment authorities consistently mention collaboration and teamwork as being a critical skill, essential in almost all working environments.

### **2.2.1 Team Structure**

Organizations can be structured in various ways, and the structure of an organization can determine the modes in which it operates and performs. The team structure is a newer type of organizational structure, often seen as less hierarchical, in which individuals are grouped into teams (Williams, 2019).

According to Takuya (2018), there is nothing like one size fits all type of concept at play when handling different types of team structures for specific goals in mind. Deep thought and consideration is required to identify, assemble and also convince the team members to work together on a variety of assignments. According to him there are two major team structures that an organization forms to meet objectives:

Functional teams:

Some teams are like a shadow in the background, they are always there but not very visible, yet most essential to run day to day operations of the organization. These teams for most part handle finance, sales and marketing and are deemed to be the functional leg of the entire organization. Such teams usually work under broad guidelines and policies formulated by the top executives of the corporation and it runs more or less smoothly without much fuss and noise.

Largely they are left to execute and achieve the grand vision of the organization, until there is need to take stock of the situation. Such scenarios may arise out of market dynamics like competition breathing down the neck, technological shifts, and change in regulatory framework or amendments in the Law of the



land. These teams are recruited with due consideration and deliberation and they follow a routine and pattern laid down beforehand by the executives. They are more or less permanent and some team members may even outlast the organization.

Project teams:

On the other hand project teams are different animals' altogether. They are put together to execute certain tasks, reach certain goals or accomplish a vision in a time bound manner. Once the target is achieved, these teams are in most cases disbanded and team members go back to their routine tasks. For example a project specific team may have ten percent increase in market share as their target to be achieved in a span of three quarters.

Such a team may comprise the marketing head, the advertising head, the financial controller and the operational supervisor, each contributing with their respective expertise and skill set to realize the common goal. As soon as the market share goal is achieved within the time frame, they may hand over the reins of maintaining the market share to the functional team. Sometime the goal is too large to achieve by a single team, so it is broken down into smaller goals and set to be achieved by sub teams within a matrix of teams.

### **2.2.2 Team Effectiveness**

There is no question that today's emphasis on teams is more than just a management fad. Research in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. However, teams can be done right or they can be done wrong. When done well, teams can bring a lot of good things to an organization. When done poorly, they can sap motivation out of an organization faster than almost anything else. Ineffective teams are a bad sign for the future of an organization. If we're going to do them, we need to do them right. This paper is a summarization of my own

experiences, both good and bad with teams over the years and current results from the literature on organizational development about what it takes to make a successful team (Fogg, 2021).

Teams as part of everyone's life and as part of organizational building is often view as a group (a collection of people) who interact to achieve a common goal but an effective, well-functioning team is much more than this (Murray 2016). It has been found that it dramatically affects organizational performance. Some managers have credited teams with helping them to achieve incredible results.

Participants in an effective team care about the group's well-being skillfully combined individual talents with a positive team spirit to achieve results regardless of whether the program effort is that of an individual or several individuals. Developing team skills have been seen as important because of the tremendous explosion in the use of teams in work organization over the last decade.

### **2.2.3 Positive Effectiveness of Team**

#### **Employees Performance**

Organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 2015). One research study concludes that to teach individuals on how to work in teams is not an easy task because to teach individuals to work in teams is inappropriate (Crosby, 2019). Bacon and Blyton (2016) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2015). One

research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Ingram, 2017). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee teaching (Washer, 2016). According to Ingram (2017) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (20013) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable.

### **Boost to Productivity**

According to Nicholas Bate(2016), by boosting productivity, we mean boosting your output at work so that you can respond to tough, difficult competitive situations or so that you can handle more challenges at home; when teenagers diversify their interest and need more of your time and support for instance. Importantly boosting your productivity shows you how to do this without detriment to the overall balance of your life. Essentially, it is about getting more out of the same time or the same out of less time.

Leading researchers in the field of work organization; Katzenbach and Smith (2015) are convinced that people working in team function more efficiently, are less prone to stress, and such individuals make greater effort in their work. Such individuals are less prone to stress because tasks or problems of the organization are broken down thereby reducing the workload on an individual. When the workload is reduced, it encourages employees to broaden their skills and knowledge and this leads to higher performance and productivity.

### **Good Decision-making and Implementation**

Teamwork has been used by companies to implement strategic decisions that are taken in response to a range of business challenges and pressures (EWON, 2016). A company's attitude to the introduction of a team is important in the process of implementation in decision making in that an effective team brings out the ideal strategy of an organization hence enhancing its performance.

High performance teams have both a clear understanding of the goal and objectives to achieve and the belief that the goals and objectives embody a worthwhile or important result. For these reasons team objectives and responsibilities are defined and these assist in a quick decision implementation.

### **Team Trust**

Trust among the team members comes when members of the teams develop the confidence in each other's competence. One research study concluded that trust among the team members develops the unique skills and coordination of individuals (Erdem, Ferda, Ozen and Janset, 2013).

According to Micken and Rodger (2013) there is a positive relationship between team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of

individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization. Organization should transform the trustworthy behavior for measurement into performance appraisal system to promote the organizational values (Erdem et al., 2013). According to Manz and Neck (2015) high performance teams within the organization exist when there is cooperation and unity exists between members. Reducing mistakes, quality outputs, increased in productivity and customer satisfaction are the variety of criteria through which the performance of the team is evaluated (Mickan& Rodger, 2020). Cooperation of the team members can only be created when the trust comes to be most important value of the team culture. Trust provides an atmosphere for the team members where members can discuss their mistakes, accept criticism and freely express their feelings so this leads to more synergy (Edmondson, 2019).

### **Recognition & Rewards**

According to Rabey (2018) recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team members hidden working potential otherwise managers may lose them. According to (Staniforth, 2017) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in order to check its effectiveness should be the primary focus of every business strategy

(Musselwhite, 2016). Researcher further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment. Anderson & West (2016) argue that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere. According to Herzberg (2019) reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (2016) reported that extrinsic rewards are the main factor to provide employee movement in positive manner.

#### **2.2.4 Negative Effectiveness of Team**

Along with the existence of positive and constructive team roles, negative and destructive agendas can emerge that undermine the ability of individual teams to function and perform adequately. Negative and destructive roles emerge for a variety of reasons, including personal agendas, resistance to change, immaturity, and lack of motivation and/or team leadership and management. One of a leader's major roles is to observe individual team members and watch for destructive and negative behaviors. When problems surface, they need to encourage the team to collectively recognize and handle them within the team environment. If this fails, it is up to leaders to take specific action with the offending individual(s).

Leaders need to be watchful for the following negative roles and behaviors within their individual teams:

##### **Aggressor**

The aggressor criticizes everything said within the team environment, and is in effect an active naysayer. He or she has the ability to block the introduction of new ideas and concepts by minimizing and deflating the status of other team members and creating a sense of intimidation. If this behavior and role is not

checked it will tend to decrease the team's overall motivation and subsequent member involvement.

### **Blocker**

The blocker is a dominant personality who automatically rejects the views and perspectives of others out of hand. This individual blocks the team's ability to brainstorm and discuss the merits of new concepts and ideas raised. Like the aggressor, this individual can be highly detrimental to the team effort as he or she intimidates individual members, limits their participation and decreases overall team motivation and involvement.

### **Withdrawer**

The withdrawer holds back his or her personal participation and refuses to become active within the team environment. This individual focuses the team on his or her immature behavior and attempts to resolve the conflict and unrest it creates, which effectively limits the team's ability to make progress on problems and assigned projects.

### **Recognition Seeker**

The recognition seeker looks for personal attention and in so doing monopolizes the discussion by continually asserting his or her personal ideas, suggestions and viewpoints. The recognition seeker is also attempting to win the team over to his or her ideas and opinions. Unfortunately, this behavior minimizes other individual team members input, which hampers overall team participation, involvement and motivation.

### **Topic Jumper**

A topic jumper is unable to explore any specific topic in depth. He or she displays a short attention span and continually interrupts group discussions by

attempting to change the subject. These continual interruptions diminish overall productivity by keeping team meetings off-focus.

### **Dominator**

The dominator displays threatening and bullying behavior within the team setting. This individual uses intimidating and minimizing behavior in an attempt to take over the team and control all discussions. The dominator will typically “hijack” the team by coercing it to pursue his or her personal agenda.

### **Devil’s Advocate**

While the devil’s advocate in the sense of introducing different viewpoints into the team discussion is a positive team function, it can become a negative role when used to block team progress or consensus. In this regard, the devil’s advocate is simply a naysayer that refuses to allow the team to move forward.

## **2.2.5 Performance of Organization**

It is difficult to formulate an unambiguous and definitive description of ‘performance’, since this ultimately depends upon the objectives of the particular organization. Nevertheless, a wide range of performance indicators have been investigated in organizations, and, for the purposes of this review, we look at these under the headings of operational outcomes and financial outcomes. The former would include productivity (e.g. the number of hours to assemble a car), the quality of the product or service, innovation and customer satisfaction; the latter, value-added per employee and return on capital employed. To complicate matters, many of these indicators can be recorded at different levels within an organization. Productivity, for example, can be measured at department, workplace or company level.

In addition, when one begins to consider the team-based literature, another set of ‘performance’ outcomes come to the fore (Cohen and Bailey 2017). A



number of these studies are designed to show the outcomes for individual team members or the team itself. While some of these measures— job satisfaction, for example, or absenteeism – may not seem directly relevant to the present study, subsequent discussion will show that there are important links with organizational performance.

A number of theoretical arguments have been developed to explain why team working might lead to improved organizational performance. Some theories focus on the effort and motivation of individual workers and claim that they work harder. Strategic HRM theory, for example, suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioral changes that result in improved organizational performance (Becker et al. 2017). Similarly, self-leadership theory focuses on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests these will lead to more committed employees who strive for greater efficiency and effectiveness (Sims and Manz 2019). Work design theory, however, tends to emphasize intra-group processes such as job design, task variety and interdependence (Wall and Martin 2019), while sociotechnical theory highlights changes in the structure of an organization and its processes as the main mechanism by which performance is enhanced (Van Hootehem 2019). It is apparent from this that the teamwork– performance link is related to the more general discussions surrounding HRM and performance, empowerment, self-leadership and so on. However, teamwork research should not be considered only within these contexts since a specific team working literature has emerged over the course of time (Salas et al. 2019).

#### 2.2.6 Productivity of Employees

In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam & Carey, 2017). It is the mean of improving man-power utilization and potentially raising performance of individual.

With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2013). Recent study shows that employee working within the team can produce more output as compared to individual (Jones, Richard, Paul, Sloane & Peter, 2017).

According to Cohen and Bailey (2019) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2017). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non- profit organizations (Pfaff & Huddleston, 2013). Team members enhance the skills, knowledge and abilities while working in teams (Froebel and Marchington, 2015). This means that employees who work in teams are able to improve upon their skills, knowledge and ability by learning from each other as they are working in a team, and due to that it enable them produce effectively and efficiently as compare to employees who work individually in organizations.

### **2.2.7 Factors Associated with Teamwork**

According to Pielow (2015), today, business competition, customer expectations, new technology, and many other developments, it is more critical than ever to build teamwork in your organization. The many challenges that your organization faces, the more critical it becomes that teamwork is effective. The key elements to successful teamwork are trust, communication and effective leadership; a focus on common goals with a collective responsibility for success (or failure). However, without trust and communication the team will have difficulty functioning effectively. The whole process of organizational teamwork must begin with a company leadership team that creates a business strategy and a focus on the critical goals of the enterprise. Next there is the process of communicating the vision, values and mission of the organization to a team, or teams that will be responsible for planning and executing the mission and building trust in the teams and within the teams to carry out their assigned responsibilities. Marketing plans, as well as other operational plans, will succeed only with team-based planning and execution.

According to Patrick Lencioni in “The Five Dysfunctions of a Team”, senior executives, middle management and assigned team leaders, must foster and expect that team member activities include the following factors:

#### **Trust among team members**

Building trust takes time. If trust is lacking it must be the responsibility of the team leader to focus first on building trust, i.e. getting team members to open up (among the team) and expose their weaknesses and fears to each other. In some cases, a team building exercise can be utilized. In certain business cases, due to time pressures, the leader may have to take responsibility for building trust or change the team to achieve the necessary level of trust for team success. Until

everyone is willing to trust the other members of the team, progress towards team success will be limited.

**Prepare to engage in debate around ideas.**

Disagreements can lead to conflict, but conflict can be good. If ideas are not presented and debated, the team will miss opportunities to find the best solutions to problems. Respect for the thoughts and ideas of the other team members will be developed through healthy debate.

**Learn to commit to decisions and plans of action.**

Team results will only come about as a result of team commitment to team decisions; this includes agreeing on the specifics of action plans. If some team members are not consistent with their commitments, the team will not succeed.

**Hold one another accountable against their plans.**

Team members must be prepared to check among themselves to assure progress and overcome obstacles to progress. Ad hoc meetings may be necessary to coordinate actions between departments or groups to assure progress.

**Focus on achieving collective results.**

The vision and/or mission of the team must be accepted by all the team members and critical goals viewed as the collective responsibility of the team. If a return to profitability is a critical goal of an executive team, priorities and time commitments must be pulled from elsewhere. Focusing on results that in any way does not support the critical goal(s) of the team will lead to team failure.

**PRINCIPLE DIMENSION OF TEAMWORK**

1. Coordination: Refer to the process of orchestration the sequence and timing of independent action. (Mark et al 2021, PP.367-368) Behaviour that support effective coordination include matching team member

resource to task requirements, regulating the place of team member activities (Funsho 2021) A related team, collaboration, has been defined as the process by which two or more person engaged in a joint activity a shared goal (Owolabi 2019). Coordination require effective communication or exchanging of information among team member.

2. Communication: Effective communication behavior includes exchanging information in a timely manner. In a meta-analysis of information sharing and team performance. (Julius 2020) found that overall, information sharing uniquely held information was more predictive of team performance than simply sharing a greater amount of information, although teams did tend to spend more time discussing commonly held information than uniquely held information.
3. Adaptability: It is a soft skill that means you easily adjust to changing circumstances. An adaptability employee in a workplace can keep up with moving priorities projects, clients and technology. They are skilled at dealing with charges at work. Whether process updates or their working environment.

### **2.3 Theoretical review**

The study was guided by the Strategic choice of organizational performance developed by Montanari, (2019) the theory emphasizes the importance of management decisions on organizational performance. The theory also revealed that organization invests power on managers to foster internal control systems that promote teamwork and organization performance. The theory reveals the relationship between top management choices and organizational performance as well as interaction of the internal and external organization. Belonio (2015) argued that organizations with managers who are given power and responsibilities to direct and make decisions have significant effects on

organizational outcomes as well as performance. Clifton (2015) asserted that Strategic choice of organizational performance theory acknowledges managers as workers who are decision makers directing decision and changing process within an organization. Change can be caused by contextual factors including environmental conditions and technology (Mulika, 2015). Mathieu, Heffner, Goodwin, Salas & Cannon-Bowers (2014) they asserted that a strategic choice model depicts the interdependence among the environment and organizations, actions and overall organizational performance.

A number of theoretical arguments have been developed to explain why team working might lead to improved organizational performance. Some theories focused on the effort and motivation of individual workers as it motivates them to work harder as a team.

## **STRATEGIC HUMAN RESOURCES MANAGEMENT THEORY**

Strategic HRM theory, for example, suggests that an 10 designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioral changes that result in improved organizational performance (Hollins, 2015).

## **SELF-LEADERSHIP THEORY**

Similarly, self-leadership theory focuses on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests these will lead to more committed employees who strive for greater efficiency and effectiveness.

## **WORK DESIGN THEORY**

Work design theory, however, tends to emphasize intra-group processes such as job design, task variety and interdependence, while socio technical theory

highlights changes in the structure of an organization and its processes as the main mechanism by which performance is enhanced (Joanne, 2015).

It is apparent from this that the teamwork– performance link is related to the more general discussions surrounding HRM and performance, empowerment, self- leadership and so on. However, teamwork research should not be considered only within these contexts since a specific team working literature has emerged over the course of time (Salas et al. 2000).

## **2.4 Empirical Review**

Past Researchers have found a positive correlation between Teamwork's and Organization Performance. Robbins, Czaplewski et al..., (2013), (2014). Found a positive Correlation between Teamwork and Organization Performance.

The study thus conclude that success of Organization Performance May depend on the Teamwork's because their performance behave in achieving organizational goals.

Robbins, 2014). The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal aiming at improving the performance of the given tasks. Teamwork has become an important part of the working culture and many businesses now look at teamwork skills when evaluating a person for employment. Most companies realize that teamwork is important because either the product is sufficiently complex that it requires a team with multiple skills to produce, and/or a better product will result when a team approach is taken. Therefore, it is important that students learn to function in a team environment so that they will have teamwork skill when they enter the workforce. Also, research tells us that employee learn best from tasks that involve doing tasks and involve social interactions (Shaghghi, 2014).

High group morale and loyalty, empathy, and an open climate of trust and acceptance characterize team development. Even though one member may be identified as the "coordinator" for a particular group task, leadership roles are shared among all members. There is freedom to select from the variety of working relationships. Group members agree to disagree; they agree to settle conflicts, to make decisions, and to proceed to work together on the basis of criteria identified by the group. The team is both effective and efficient in meeting deadlines and accomplishing its objectives. Productive results are most evident (Ahmad, 2015). Attention is given to the talents and skills which each member might contribute to the effort that improves on the performance of the organization. Hidden talents may go undiscovered as the group is still dealing at a superficial level and still blinded by stereotypes and labels, if talents overlap, if there are too many experts on the same subject, or if additional skills are necessary, decisions are made about whether to add or drop members or develop the skills of existing members and members are added or subtracted from the team, the team development cycle begins again (Ladyshevsky, 2015).

## **2.5 Research Gap**

In the reviews of the Literature, Theoretical and Empirical studies like Czaplewski, (2013), Robbin, (2014), Ladyshevsky, (2015), Mulika, (2015).

Robbins, (2014) organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives Performance evaluation during this time was focused on work, people and organizational structure. In this study performance is defined in terms of efficiency, effectiveness and financial viability.

Teamwork has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability



(Ladyshefsky, 2015). However, Ladyshefsky did not show how team work affects performance of the organization.

Mulika (2015) further notes that organizational performance encompasses three specific areas of firm outcomes which include: (a) financial performance; (b) product market performance; and (c) shareholder return. In this study organizational performance encompassed efficiency, effectiveness and financial viability.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter will discuss the method and procedure that will be used in carrying out the research and it will also discuss the research design, population of study, sampling procedures, research instrument, validity and reliability of the instrument and method that will be employed for data analysis.

#### **3.2 RESEARCH DESIGN**

The research design enable the researcher to answer the basic research question. According to Saunder (2018) showed that the choice of the design depend on the objective of the study, the available data sources, the cost of obtaining the data and availability of time. A qualitative approach of data collection will applied so as to compensate each method weakness with strength from the other approach

#### **3.3 POPULATION OF THE STUDY**

Population refer to all people in a given geographical region. In research, the meaning of population goes beyond human being alone. According to Aderoju (2020), population refers to all object of particular type, shapes, color or character that is being considered in a research work as respondent.

For this research work, the considered population is the staff present in Tuyil Pharmaceutical Industry, Limited Ilorin, the population size is estimated to be One Hundred and Ninety Eight (198) according to the statistics gotten from <http://rocketreach.co/tuyil.pharmaceutical.industries-limited-management> which include the different department of the industry.

### 3.4 SAMPLE SIZE AND SAMPLING TECHNIQUE

Sample refers to the fraction of the population from which information about the population as a whole could be drawn. The sample size used for this research work is One Hundred and Thirty Two (132) respondent as a number gotten from the sampling technique implored. The sample size for this study is calculated the using Taro Yarmene Formula

$$N = \frac{N}{1 + Ne^2}$$

Where N is the sample size

N is the population size

C is the error terms

$$N = \frac{N}{1 + Ne^2}$$

$$N = \frac{198}{1 + 198(0.05)^2}$$

$$N = \frac{198}{1 + 198(0.0025)}$$

$$N = \frac{198}{1.495}$$

$$N = 132.4$$

Therefore, the sample size for this research work is 132

### 3.5 METHOD OF DATA COLLECTION

The measuring employed for the collection of data in this research work is the questionnaire. The questionnaire would cover questions relevant to the research objective. However, a close ended question would be formulated and distributed to the respondents who are staffs of Tuyil Pharmaceutical Industry Limited, Ilorin.

The data in this study was collected personally by the researcher using questionnaire efficiency in retrieving completed questionnaire and to enable the researcher have physical contact with respondent

### **3.6 INSTRUMENTS OF DATA COLLECTIONS**

Sampling plan is the process of selecting samples while planning the overall scheme of the research.

To avoid involving the employee into the chairman, managing director of the organization and One Hundred and Thirty Two will be involved. The administrative manager will be contacted after which the questionnaire will be distribute to the concerned respondents will be assured at their leisure time after which the researcher will come back to collect them. The sampling will consist of management, male and female.

### **3.7 METHOD OF DATA ANALYSIS**

The study will be use sample statistic with the use of frequency and percentage to analysis data to collected be from the respondent the technique is so chosen for it's affordability of simplicity of data and conformity with social science research as well as questionnaire research strategy which is the cardinal approach for the kind of study.

### **3.8 HISTORICAL BACKGROUND OF TUYIL PHARMACEUTICAL INDUSTRY LIMITED ILORIN**

Tuyil Pharmaceutical Industry Limited is a small scale Industry owned by one. It Manufacture Pharmaceutical product like drugs of all kind sterilized water e.t.c

It was established in the year 1996 with the production of six drugs (Product) and was incorporated with the RC: 27 3995. Its factory was initially located at No 22 Stadium Road Ilorin before the company moved into the main factory in 2005, situated at No 22 New Yidi Road Ilorin. Tuyil Pharmaceutical Industries Limited was officially commissioned by the former executive Governor of Kwara State Dr. Bukola Saraki on the 2<sup>nd</sup> May 2005 with the former now late Director General National Administration for Foods and Drug Agency Commission (NAFDAC) Prof. Dora Akunyile in attendance with many matters and dignities or figures in Pharmaceutical present.

The company stated its first production with the following product: Tumol, Paracetamol, Vitamin C, Folic Acid, Aspirin and Vitamin B complex.

At the moment, Tuyil Pharmaceutical Industries Limited produced more than eight (80) different Pharmaceutical products, all daily registered and numbered by the NAFDAC with this, the company distinguishes itself as the largest Pharmaceutical Company with a variety of products ranging from: Anti malaria, Anti hypertensive drugs, Antibiotic and blood tonic etc.

Tuyil Pharmaceutical Industry Limited produced more than 20 products across the federation of Nigeria. Its products are sold across the country and beyond. The number is over Hundred(100) products and employed over Six Hundred (600) staff both skill and unskilled.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

The major aim of this chapter is to present and analyze all the data gathered in the course of the study and to highlight statistical statement of comparative status for statistical analysis. Out of One Hundred and Thirty Two (132) questionnaires distributed the researcher was able to collect everything back.

#### 4.2 Data Presentation and Analysis

##### SECTION A

**Table 4.1: Gender**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	100	76
Female	32	24
<b>Total</b>	<b>132</b>	<b>100</b>

*Source: Field Survey 2025*

Table 4.1: Shows that 76% of the total respondents were male while the remaining 24% were female, this implied that the number of male than female.

**Table 4.2: Age**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
20 – 25 Years	90	68
26 – 39 years	22	17
40 and above	20	15
<b>Total</b>	<b>132</b>	<b>100</b>

*Source: Field Survey 2025*

Table 4.2: Shows that 68% of the total respondents were age group (20-25years) and 18% of the total respondents were also age group (26-39years) while remaining 15% of the respondents fall in age group (40 and above).

**Table 4.3: Marital Status**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Single	32	24
Married	100	76
Divorce	-	-
<b>Total</b>	<b>132</b>	<b>100</b>

*Source: Field Survey 2025*

Table 4.3: Shows that 24% of the total respondents were single with the remaining 76% were married, there is no divorce.

**Table 4.4: Educational Qualification**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
HND/BSC	90	68
ND/NCE	30	23
O'LEVEL	12	9
OTHERS	-	-
<b>Total</b>	<b>132</b>	<b>100</b>

**Source: Field Survey 2025**

Table 4.4: Shows that 68% of the total qualification of respondents were (HND/BSC) while 23% of the total qualifications of respondents were (ND/NCE) and the remaining 9% of the total qualification of respondent were (O'level).

**Table 4.5: Length Of Services**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
2-5 years	100	76
6-11 years	20	15
12 above	12	9
<b>Total</b>	<b>132</b>	<b>100</b>

**Source: Field Survey 2025**

Table 4.5: Shows that 76% of the total served period of respondent were (2-5yrs) and 15% of the total served period of respondents were 16-11yrs while 9% of the total served period of respondent were 12 above.

**Table 4.6: Position in the Organization**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Senior staff	20	15
Junior staff	112	85
<b>Total</b>	<b>132</b>	<b>100</b>

**Source: Field Survey 2025**

Table 4.6: Shows that 15% of the total position in the organization of respondent were senior while 85% of the total positions in the organization of respondent were junior staff.

**SECTION B**

**Table 4.7: Does Teamwork has Positive Effect on Organization Performance?**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	132	100
No	-	-
<b>Total</b>	<b>132</b>	<b>100</b>

*Source: Field Survey 2025*

Table 4.7: Shows that 100% of the total respondents Agreed that Teamwork has positive effect on Organization Performance.

**Table 4.8: Does Teamwork Enhance Organization Efficiencies**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	122	92
No	10	8
<b>Total</b>	<b>132</b>	<b>100</b>

*Source: Field Survey 2025*

The table 4.8 below shows that 122 of 92% of respondent says yes while 10 of 8% respondent says no.

**Table 4.9. Can Teamwork Increase Employees Positive Attitude towards work in an Organization.**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	132	100
No	-	-
<b>Total</b>	<b>132</b>	<b>100</b>

*Source: Field Survey 2025*



Table 4.9: Shows that 100% of respondents agree that Teamwork Increase employees Positive attitude towards work in an Organization.

**Table 4.10: Can Teamwork Lead to employees Active Participation of job Task?**

Respondents	Frequency	Percentage (%)
Yes	132	100
No	-	-
<b>Total</b>	<b>132</b>	<b>100</b>

**Source: Field Survey 2025**

Table 4.10: Shows that 100% of respondents agree that Teamwork lead to employees active participation of job Task.

**Table 4.11: Does Efficient Communication among organization Team Members has any positive effect on employees Teamwork?**

Respondents	Frequency	Percentage (%)
Yes	120	91
No	12	9
<b>Total</b>	<b>132</b>	<b>100</b>

**Source: Field Survey 2025**

**Table 4.11. Shows that 120 of 91% said YES while 12 of 9% said NO**

### **4.3 TESTING OF HYPOTHESES**

#### **Hypothesis One**

Ho: There is no Significant Relationship between Adaptability and Performance of Tuyil Pharmaceutical industrial limited.

Model	N	R	R2	Significanc e value	Remark	Action
Y = f(x1)	70	0.255	0.065	0.00	Statistically significant	Reject Null hypothesis

The table above shows the Significant Relationship between Adaptability and Performance of Tuyil Pharmaceutical industrial limited.

The correlation value is given as 0.255 which depicts a weak correlation while the regression value which is R<sup>2</sup> is given as 0.065. This means that there is 25.5% correlation between the two variables and a 6.5% Effect of Teamwork on Organizational Performance. The significance value which is 0.000 and lower than 0.05 indicates that the estimates that we have is statistically significant. With that, we can reject the null hypothesis and conclude that There is no Significant Relationship between Adaptability and Performance of Tuyil Pharmaceutical industrial limited.

### Hypothesis Two

H<sub>0</sub>: There is no Significant Relationship between Coordination and Performance of Tuyi Pharmaceutical industrial limited.

Model	N	R	R <sup>2</sup>	Significance value	Remark	Action
Y = f(x <sub>2</sub> )	70	0.274	0.075	0.00	Statistically significant	Reject Null hypothesis

The table that we have gives the result of the relationship between role of Coordination and Performance. The correlation shows that there is a 27.4% relationship between the two variables while the Effect of Teamwork on Organization Performance is 7.5% the significance value is 0.000 which is lower than 0.05. With this, we can say that we have statistical significance and that the null hypothesis will have to be rejected and therefore we conclude that Significant Relationship between Coordination and Performance of Tuyil Pharmaceutical industrial limited.

### Hypothesis Three

Ho: There is no Significant Relationship between Communication and Performance

Model	N	R	R <sup>2</sup>	Significance Value	Remark	Action
Y = f(x3)	70	0.105	0.011	0.00	Statistically significant	Reject Null hypothesis

The above shows a result of the relationship test between Communication and Performance. The correlation value between the two variables is 0.105 while the regression value of. Effect of Teamwork on Organization Performance is given as 0.01. These values are low however that is the result we have and for these indices to go higher, then the organization should try as much as possible to improve on Communication and performance.

#### 4.4. Decision Rules:

Since the Level of Significant is 0.00 is less than P-value. It Shows that Teamwork has Positive Effect on Organization Performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The use of questionnaire was structured by the researcher in a way the research question will enable him solve the research problem. The researcher made the questionnaire available to the supervisor for verification and correction which he agrees. The researcher personally traveled to the company's premises to deliver the questionnaire and to collect them back after answering for analysis.

Data collected were analyzed using chi-square and the outcome of the data analyzed was interpreted as the research conclusion that Teamwork is an efficient way of achieving success at 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.

Organizations prefer a team form of working in conducting its activities as well as achieving its goals and objectives. Some of these activities, goals and objectives are; gaining competitive advantage in the market place, providing quality services to customers, boosting the productivity of employees as well as the individual, prompting trust and a spirit of cooperation among members, eliminating tribalism among employers and employees, improving relationship (that is between management and employees, employees and other employees, employees and customers), enhancing individuals' creativity in handling and resolving conflict, facilitating good decision making and implementation among members.

The two hospitals (Ejisu Government Hospital and Komfo Anokye Teaching Hospital) are employing team form of working (teamwork) as a means of impacting on the performance of the organization and it also enable them in

gaining public and government interest which have make them popular among the various hospitals in Ghana.

## **5.2 Conclusion**

Based upon the findings this research, it shows that truly teamwork has an impact on organizational performance as conducted by early researchers, and it was not just a mere impact of teamwork but rather a positive impact of teamwork on organizational performance.

Again, this research is to enlighten those organizations that have discounted teamwork as a major tool of organizational performance to start valuing it as their number tool, since it rely have a positive impact on organizational performance.

## **5.3 Recommendations**

The researcher recommends that, management of those organizations that have discounted teamwork must start employing it by constantly organising training and development programs for employees of the organization on how to form and work in teams before its implementation to improve organizational performance.

The management should promote shared values in the organization through allowing employees to have their expressions and view listened to, this allows the organization to develop a good culture which can be transformed into organizational values and norms. Since shared values had a significant effect on organizational performance

Mutual trust had significant effect on organizational performance therefore, mutual trust should be promoted in the organization, where by managers should trust their subordinated and assign them responsibilities and the subordinates should also trust their superiors. Trust among employees promotes good work

relations among them and this leads improved performance which is seen through effectiveness in service delivery.

The researcher further recommends that national water and Sewerage Corporation encourage team work, because team roles have a significant effect of organizational performance. Encouraging team work helps employees to learn from each other and share expertise to improve on performance of the organization.

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## APPENDIX

Effect of teamwork in organization performance (A case study of Tuyil Pharmaceutical Industrial Limited, Ilorin)

### SECTION A

1. **Gender:** Male [ ] female [ ]
2. **Age:** 20-25 [ ] 26-30 [ ] 31 above [ ]
3. **Marital Status:** Single [ ] married [ ] divorce [ ]
4. **Educational Qualification:** HND/B.sc [ ] ND/NCE [ ] O' level [ ]
5. **Length of Services:** 2-5years [ ] 6-11year [ ] 12years above [ ]
6. **Position in Organization Senior Staff:** [ ] Junior staff [ ]

### SECTION B

7. Does teamwork has positive effect on organization performance? Yes [ ]  
No [ ]
8. Does teamwork enhance organization efficiencies
9. Can teamwork increase employee positive attitude toward works in an  
teamwork lead to employee active participation in organization Yes [ ]  
No [ ]
10. Can teamwork lead to employee active participation in organization Yes [ ]  
No [ ]
11. Does efficient communication among organization team member has any  
positive effect of employee teamwork? Yes [ ] No [ ]