

Teamwork and Organizational Performance of Polytechnics in Nigeria

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Abstract

This study is centred on the prevalent contemporary issue of teamwork and organizational performance of higher institution in Nigeria. It used a descriptive research design and primary source of data (Questionnaire) was used to gather data from 307 sampled respondents. The study used descriptive methods and inferential statistical analytical technique to determine the reliability and predictive prowess of the model in enhancing judgment of acceptance or rejection of the null hypothesis using a panel least square regression method. The inferential statistics required the use of the Variance Inflation Factors test, Breusch-Godfrey Heteroskedasticity test and the White Heteroskedasticity test, Eigenvalue of collinearity test was conducted, and ordinary least square regression is used to test the hypothesis with the aid of the P-Value or significant value at 5% critical value. The result shows that company team leadership, mutual trust, team communication, have positive association and significant impact on organizational performance with coefficient value of 0.0134, 0.160, 0.134 and P-value or significant value of 0.013, 0.023, 0.037 respectively. Team orientation determines organizational performance but the association negative with coefficient value of -0.140 and P-value of 0.049. team adaptation has a direct relationship but an insignificant impact on organizational performance with coefficient value of +0.095 and a P-value of 0.181. This study recommends that institutions of higher learning in Nigeria should ensure effective team communication devoid of barriers such as miss-information, poor methods of communication, information overload, diversity barriers (cultural differences) and lack of clarity.

Keywords: Mutual; Organizational; Performance and Team Leadership,

Introduction

In developing countries like Nigeria, employees are crucial assets for achieving certain organizational objectives and obtaining a major competitive edge over rivals in the market (Marjan, 2023). Every business's main goal is to improve overall performance, which may be accomplished via effective teamwork (Akinade & Obiekwe, 2023). Effective teams are essential to the accomplishment of business goals, value creation, development, and any organization's stated and emerging goals and objectives (Obiekwe, Mobolade & Akinade, 2021). Teamwork is the capacity to cooperate in order to achieve a shared goal. Teamwork is crucial for organizations, particularly in today's fiercely competitive environment. Research indicates that businesses that prioritize cooperation are more innovative, recognize errors more rapidly, solve issues more effectively, and produce more. Teamwork is one of the most crucial characteristics that improve workers' performance at work (Marjan, 2023). Employee performance often depends on team members interacting with one another as they pool their talents, expertise, and experience to achieve a

shared objective. The majority of people concur that teamwork is a strong and efficient method of achieving challenging objectives by enlisting the assistance of many others. Individual performance suffers when people with comparable duties do not cooperate or support one another (Paula, Michela & Antonino, 2011). Employee performance is an important factor in many businesses, particularly in the twenty-first century and the new age of technological growth. Therefore, for any business to remain profitable or relevant, employee performance is essential. The performance of many businesses cannot break even if individual expertise is not applied to industry improvement, even as investment in the development of human capital becomes more necessary over time. However, in order to maximize individual potential via collaboration, individuals must work in groups rather than alone. This is because collaboration requires employees to share knowledge, collaborate, face differences, and put aside personal interests for the sake of the group as a whole. Employee

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performance is an extension of their own performance. It is the result of each person's special skills, aptitudes, and well-directed efforts toward the company's objectives. An organization's large-scale performance task-accomplishment strategy is thus crucial to its continued existence. Individual employees are made to fit in with global business trends so that businesses can run smoothly. However, in order to maximize human potential via collaboration, there has been a movement from working alone to working in groups. This change necessitates collaboration, information sharing, and putting aside individual interests in favor of the group's overall welfare, which fosters teamwork. Teamwork is required to guarantee democracy in the workplace, promote change, foster creativity and invention, and facilitate effective networking and decision-making.

The core of teamwork is forming groups with the assumption that they will work together to achieve corporate objectives. What makes a company successful is its capacity to bring together a creative team and use their expertise to further the business's goals. Both basic and complicated tasks need teamwork to be completed. Cooperative enterprises are highly dependent on one other. Interaction among team members is frequently essential to good performance because it enables them to combine their knowledge, skills, and experience to achieve a common goal. Managing a team is a major responsibility for many firms. Managing a team is a huge responsibility in many organizations. Members' conflicts of interest, criticism, distrust, and poor communication may all hinder the team's ability to do its job. Some team members may provide unfair and harmful comments and be very critical of others. In the absence of constructive resolution, conflicts may escalate into violence. Furthermore, a lack of trust may lead to conflict and misunderstandings, which hinder collaboration. In light of the aforementioned, the research intends to evaluate the impact of cooperation on employee performance in a subset of Nigerian higher education institutions.

The overall objective of this study is to examine the effect of teamwork on organizational performance in selected institutions of higher learning in Nigeria.

The specific objectives of this work are to:

- i. Determine the effect of team leadership on organizational performance in selected institutions of higher learning in Nigeria;
- ii. Assess the effect of mutual trust on organizational performance in selected

- iii. institutions of higher learning in Nigeria; Examine the effect of team orientation on organizational performance in selected institutions of higher learning in Nigeria;
- iv. Ascertain the effect of team communication on organizational performance in selected institutions of higher learning in Nigeria; and
- v. Assess the effect of team adaptability on organizational performance in selected institutions of higher learning in Nigeria.

The following hypotheses have been formulated to guide the study and provide answers to the research questions.

- i. Team leadership has no significant relationship on organizational performance in selected institutions of higher learning.
- ii. Mutual trust does not influence organizational performance in selected institutions of higher learning in Nigeria.
- iii. Team orientation has no significant relationship on organizational performance in selected institutions of higher learning in Nigeria.
- iv. Team communication has no influence on organizational performance in selected institutions of higher learning in Nigeria.
- v. Team adaptability has no significant influence on organizational performance in selected institutions of higher learning in Nigeria.

Literature Review

"Team building" is the process of creating an atmosphere that recognizes and promotes team members' efforts. This is an endeavor in which a group evaluates its existing level of collaboration and works to improve the environment. Employees focus their efforts on problem-solving, completing tasks promptly, and using all available resources in order to meet the team's goals. Participating in a variety of activities to enhance a work group's performance and efficacy is known as team building. It takes a lot of skill analysis and observation to create a strong and effective team. Team building seeks to boost individual and group productivity by accomplishing corporate goals. Businesses often seek to combine lower-level staff and senior management to boost productivity and profitability. The "team building" philosophy of job design views each employee as a member of interdependent teams rather than as an individual worker at work. When an organization takes this approach to team development, it will provide employees opportunities to work together, communicate honestly, and share their expertise

(Akinade, 2023). According to Obiekwe et al. (2021), "team building" is an activity in which a group of people examines how they collaborate and takes steps to establish an environment that values and encourages the contributions of all group members. According to Chinyere (2020), team building is an intervention technique that aims to improve amicable relationships and define members' responsibilities, including performing tasks and resolving interpersonal issues that can impair the group's capacity to work as a unit. Originally, team building was considered a group intervention aimed at enhancing mutual connection and social collaboration. However, throughout time, it evolved into a tool for accomplishing assignments, achieving objectives, and generating results within a company. Therefore, team management is a potentially lucrative activity that requires cautious and knowledgeable handling, according to Master of Business Administration (2015). Few companies have used methodical team-building techniques. For this plan to be successful, unit managers who are dedicated to the change must completely support it. Assembling a team is similar to putting together a sports team, where talented individuals practice individually and are expected to function as a cohesive one. According to Fapohunda (2013), a team is composed of people who work together to accomplish a shared objective. The term "team building" describes the process of helping a group of individuals reach their objectives. It includes steps like outlining the team's objectives, determining the obstacles in the way of achieving them, resolving difficulties that are found, and helping the team realize its goals. Collaboration in the context of an organization refers to the cooperative integration of inputs and resources in order to achieve organizational goals. In this environment, each worker is assigned a specific task, issues are handled fairly, and little steps toward improvement are constantly pursued. to be characterized as a small group of individuals that embrace mutual responsibility, have a set of performance objectives, and a shared purpose. It is said that teams should be of a manageable size and that each member should be dedicated to assisting the group in reaching its own objectives. The members of the team must also acknowledge that they share responsibility for their acts as well as the results of those activities. Building a team requires the presence of two fundamental skills. The first step is to identify the issues that are relevant, and the second is to address those concerns in a methodical and suitable manner. Depending on the team's size and composition, there are several approaches to team building. For instance, when the team's composition is often altered, the focus is on assisting individuals in gaining the abilities

required to contribute effectively to the team. Additionally, it aims to adapt the individual's abilities and capabilities for working in a team or with several teams. On the other hand, in situations like management teams, when the group's composition is mostly fixed, the focus is on attempting to improve the relationships among team members.

The Concept Organization Performance

Organizational performance is the degree to which an organization accomplishes its goals and objectives. It evaluates how well a business employs both human and non-human resources to accomplish its objectives and provide value for its stakeholders. Numerous metrics, such as financial ones, customer happiness, staff participation, productivity, innovation, and environmental impact, may be used to gauge a company's performance. Varying stakeholders may place varying emphasis on different measures and have different views on what constitutes organizational success, depending on their particular goals and areas of interest. The life and success of an organization depend heavily on its capacity to operate. Businesses may accomplish their goals, keep their competitive edge, and provide value for their stakeholders by tracking and improving organizational performance (Rachna et al., 2023).

Theoretical Review

According to Muogbo (2013), resource-based theory is founded on the idea that a firm's competitive advantage originates from its internal resources rather than from how it positions itself in the external environment. The Resource-Based View (RBV) is another name for the Resource-Based Theory. According to Barney (1995), competitive advantage is dependent on a firm's distinct resources and competencies rather than only assessing environmental possibilities and dangers while doing business. According to Ainuddin et al. (2007), the resource-based view (RBV) of the company forecasts that certain resources that companies possess and manage have the potential to provide improved firm performance and a competitive advantage. The uniqueness of an organization's skills explains its competitive advantage and better performance (Johnson, Scholes & Whittington, 2008). Applying a variety of valued physical or intangible resources at the firm's disposal is the main way that the resource-based view (RBV) bases a company's competitive advantage (Wernerfelt, 1995). From a strategic standpoint, Olanipekun et al. (2015) contend that these resources must be diverse and not entirely mobile in order to convert a short-term competitive advantage into a long-term one.

This results in valuable resources that need a lot of work to replace or completely imitate (Barney, 1991). According to the resource-based approach, the key factors that contribute to a company's competitive advantage and better performance in strategic management are primarily linked to the qualities of its resources and skills, which are valuable and expensive to replicate (Barney, 1986, 1991).

Methodology

This study examines teamwork and organizational performance in selected institution of higher learning in Nigeria, a case study of NICTM, Edo Central, Auchi Polytechnic, Edo North, and Usen Polytechnic, Edo South, Nigeria. This study employed descriptive research to examine the elements that influence teamwork and organizational performance selected Polytechnic institutions. A descriptive survey was best suited to determine whether there was a strong enough link or relationship between the variables.

Data from teamwork were obtained from three different higher educational institutions in Edo State, using the questionnaire method as a data collection technique. The three institutions located across the Edo State senatorial district considered are:

- i. Edo South is Usen Polytechnic;
- ii. Edo Central is National Institution of Construction Technology and Management, Uromi (NICTM).
- iii. Edo North, Auchi Polytechnic, Auchi

The population of staff (Academic and Non-Academic) in the selected institutions was 1,313, which was distributed as follows: Usen Polytechnic - 269, NICTM - 208, Auchi Polytechnic - 836 (Registry in each institution, 2024; Federal Ministry of Education, 2024).

The study employed simple random sampling to pick samples from each of the three tertiary institutions that served as the study's sample. A sample of 385 respondents will be chosen for the study using Taro Yamine (1967).. The calculation of the sample size is as follows,;

$$n = N / (1 + N(e)^2)$$

$$N = 1,313,$$

$$n = \frac{1,313}{(1 + 1,313(0.05)^2)}$$

$$n = \frac{1,313}{(1 + 1,313(0.0025))}$$

$$n = \frac{1,313}{(1 + 3.2825)}$$

$$n = \frac{1,313}{4.2825}$$

$$n = 307$$

Approximately

$$n = 307$$

Therefore, 307 respondents is the sample for this study.

Table 1 Sampling Frame

Institution	Workings	Result
Usen Polytechnic	$\frac{269}{1,313} \times 307$	63
NICTM	$\frac{208}{1,313} \times 307$	49
Auchi Polytechnic	$\frac{836}{1,313} \times 307$	195
	TOTAL	307

Source: Field Work, 2024

The questionnaire for this study will be distributed using the sample frame mentioned above. Therefore, at the Usen Polytechnic, 49 at NICTM, and 195 at Auchi Polytechnic, 63 questionnaires would be distributed using the Random Sampling Technique. The instrument used to collect the data will be the questionnaire. The questionnaire, which includes parts A and B, is straightforward, succinct, and clear. While Section B asks about the study's variables, Section A asks about credentials, marital status, work experience, and other things.

Model Specification

Onoriode and Samuel (2023) econometric model will be adapted and modified for this investigation in the manner described below.

$$OP = f(LS, TT)$$

$$OP = \alpha_0 + \beta_1 LS + \beta_2 TT + U_t$$

(1)

Where:

OP = Organisational Performance

LS = Leadership Structure

TT = Leadership Team Trust

α = constant

β = co-efficient of the independent variables

U = error term

The model of Onoriode and Samuel (2023) is adapted for this study and expressed in its mathematical form as follows:

$$OP = \beta_0 + \beta_1 TLEAD + \beta_2 MTRUST + \beta_3 TORIENT + \beta_4 TCOMM + \beta_5 TADAPT + \epsilon_i;$$

(ii)

Where:

OP= Organizational Performance of institutions of higher learning in Nigeria (dependent variable)

TLEAD = Team Leadership (Independent Variable)

MTRUST = Mutual Trust (Independent Variable)

TORIENT = Team Orientation (Independent Variable)

TCOMM= Team Communication (Independent Variable)

TADAPT= Team Adaptation

ϵ = error term

β_0 = constant term

β_1, β_5 = coefficient

t = time covered in this study (2023)

$\beta_1, \beta_{5>0}$

To achieve the study's goal, correlation and regression analysis were utilized to test the hypothesis and offer answers to the research's queries. This was done in order to appropriately analyze the data supplied during the study process.

Data Presentation and Analysis

Table 2: The Number of Distributed Questionnaires and the Questionnaires Returned

Questionnaires	Frequency	Percent
Total questionnaires distributed	307	100
Total retrieved	300	0.98
Total not retrieved	07	0.02

Source: Analysis of field study (2024)

The table above depict that 98% of distributed questionnaires were retrieved while 2% were not retrieved.

Table 3: Examination of Responses on the Effect of Team Leadership on Organizational Performance in Nigerian Institutions of Higher Learning

Research Questions	SA	A	UD	D	SD	Sum	Mean	Rank
Team leadership builds self-capability and can reduce the attrition rate of those in leadership positions	138	57	10	31	64	726	2.42	2nd
Employee feel ownership and responsibility for the work	134.0	64.0	7.0	29.0	66.0	729.0	2.43	1st
Team leader effectively delegates tasks and responsibilities, ensuring that each team member's strengths are utilized	111.0	108.0	20.0	29.0	32.0	663	2.21	4th
There is effective team spirit in fostering a collaborative and inclusive work environment	87.0	123.0	15.0	28.0	47.0	725	2.4167	3rd

Source: Analysis of field study (2024)

Employee ownership and responsibility for work ranks first with a mean score of 2.43, according to Table 3 above; team leadership increases self-capability, which lowers the attrition rate of individuals in leadership positions; team spirit effectively fosters a collaborative and inclusive work environment; and the team leader effectively assigns tasks and responsibilities, ensuring that each team member's strengths are utilized. These scores place the team leader in second, third, and fourth place, respectively.

Table 4: Examination of responses on the effect of mutual trust on organizational performance in Nigerian institutions of higher learning?

Research Questions	SA	A	U	D	SD	Sum	Mean score	Rank
Trust significantly impacts on employees' flexibility and organisational productivity.	99.0	89.0	23.0	34.0	55.0	757.0	2.5233	4th
Transparency can uplift the trust, patronage and loyalty of customers	117.0	40.0	17.0	55.0	71.0	823.0	2.7433	3rd
Mutual trust enables employees to develop their skills, competencies and talents	77.0	58.0	27.0	74.0	63.0	887.0	2.9567	2nd
Mutual trust among colleagues positively impacts the overall performance and success of the organization	6.0	17.0	36.0	112.0	129.0	1241	4.1367	1st

Source: Analysis of field study (2024)

According to Table 4 above, trust among coworkers has a positive impact on the organization's overall performance and success, ranking first with a mean score of 4.1367; it also allows employees to develop their skills, competencies, and talents; transparency can increase customer trust, patronage, and loyalty; and it has a significant impact on employees' flexibility and organizational productivity, ranking second, third, and fourth, respectively, with mean scores of 2.9567, 2.7433, and 2.5233. This suggests that organizations should make sure that initiatives that put employee trust first are implemented.

Table 5: Examination of responses of team orientation effect on organizational performance in Nigerian institutions of higher learning?

Research Questions	SA	A	U	D	SD	Sum	Mean	Rank
Fostering a team-oriented culture contributes significantly to the overall success and performance of your organization	5.0	16.0	45.0	95.0	137.0	1245.0	4.1500	1st
There is a level of cohesion and unity within your team when working on tasks or projects	7.0	14.0	38.0	127.0	114.0	1227.0	4.0900	3rd
Team engages in open and constructive discussions to address challenges and find solutions together	7.0	18.0	41.0	124.0	110.0	1212.0	4.0400	4th
Your team members value and support each other's contributions and ideas	6.0	12.0	37.0	131.0	114.0	1235	4.1167	2nd

Source: Analysis of field study (2024)

According to Table 5 above, cultivating a culture that values teamwork has a major impact on your organization's overall performance and success. There is a degree of cohesiveness and unity within your team when working on tasks or projects; your team members value and support each other's contributions and ideas; and your team engages in

open and constructive discussions to address challenges and find solutions together (mean scores of 4.1167, 4.09, and 4.04, respectively, ranking 2nd, 3rd, and 4th). Low staff morale causes emotional stress by ranking first with a mean score of 4.15. It suggests that since team-oriented culture is so important, higher education institutions should make sure it is a significant component of their strategic plans.

Table 6: Examination of responses of team communication influences organizational performance in Nigerian institutions of higher learning?

Research Questions	SA	A	U	D	SD	Sum	Mean	Rank
Effective communication significantly impacts on employees' flexibility and organisational productivity	108.0	119.0	41.0	12.0	20.0	617.0	2.0567	1st
One of the successful ways in building employee's capacity is through feedback mechanism	112.0	118.0	42.0	8.0	20.0	606.0	2.0200	3rd
Effective communication enables employees to develop their skills, competencies and talents.	112.0	125.0	35.0	8.0	20.0	599.0	1.9967	4th
Good channels of communication enhance employee loyalty	110.0	117.0	45.0	7.0	21.0	612	2.0400	2nd

Source: Analysis of field study (2024)

According to Table 6 above, effective communication has a significant impact on employees' flexibility and organizational productivity, ranking first with a mean score of 2.0567; good communication channels increase employee loyalty; feedback mechanisms are one of the most effective ways to build employee capacity; and effective communication helps employees develop their skills, competencies, and talents, ranking second, third, and fourth, respectively, with mean scores of 2.04, 2.02, and 1.9967.

Table 7: Examination of Responses of Team Adaptability Effect on Organizational Performance in Nigerian Institutions of Higher Learning

Research Questions	SA	A	U	D	SD	Sum	Mean	Rank
The ability of a team to adapt to change significantly influences its overall performance and success	137.0	114.0	34.0	4.0	11.0	548.0	1.8267	4th
Team review and update its processes to ensure efficiency and effectiveness in dynamic environments	128.0	104.0	47.0	5.0	16.0	577.0	1.9233	1st
Your team adjust its strategies and priorities in response to shifting market conditions or organizational goals?	132.0	117.0	29.0	7.0	15.0	556.0	1.8533	3rd
Your team embraces new ideas and approaches when faced with unexpected challenges?	119.0	118.0	47.0	2.0	14.0	574	1.9133	2nd

Source: Analysis of field study (2024)

As demonstrated in Table 6 above, teams that review and update their processes to ensure efficiency and effectiveness in dynamic environments rank first with a mean score of

1.9233; teams that embrace new ideas and approaches when faced with unforeseen challenges; teams that adjust their strategies and priorities in response to shifting organizational goals or market conditions; and teams that are able to adapt to change have a significant impact on their overall performance and success, ranking second, third, and fourth, respectively, with mean scores of 1.9133, 1.8533, and 1.8267.

Table 8: Descriptive Statistics

		Descriptive Statistics						
		OP	TLEAD	MTRUST	TORIENT	TCOMM	TADAPT	
N	Valid	300	300	300	300	300	300	300
	Missing	0	0	0	0	0	0	0
Mean		2.4800	2.2167	2.4750	2.2808	2.1692	1.8792	
Std. Error of Mean		0.04732	0.04996	0.03833	0.03732	0.04192	0.03797	
Median		2.5000	2.7500	2.5000	2.2500	2.2500	1.8833	
Mode		2.50	2.25	2.50	2.50	2.50	3.50	
Std. Deviation		0.81966	0.86538	0.66396	0.64632	0.72602	0.65761	
Variance		0.672	0.749	0.441	0.418	0.527	0.432	
Skewness		0.482	0.076	0.395	0.360	0.559	-0.186	
Std. Error of Skewness		0.141	0.141	0.141	0.141	0.141	0.141	
Kurtosis		0.597	0.675	0.447	1.009	0.056	0.375	
Std. Error of Kurtosis		0.281	0.281	0.281	0.281	0.281	0.281	
Range		4.00	3.75	3.00	4.00	3.75	3.00	
Minimum		1.00	1.00	1.00	1.00	1.00	1.75	
Maximum		5.00	4.75	4.00	5.00	4.75	4.75	
Sum		744.00	710.75	927.00	1229.75	608.50	563.80	

Source: Researchers' Compilation (2024)

The respondents agree that the organizational performance of Nigerian higher education institutions is comparatively high, as seen by the mean and median organizational performance (OP) values of these institutions, which are 2.48 and 2.5, respectively. Since the kurtosis value of 0.597 is less than the benchmark of 3, it indicates that a distribution is likely to be platykurtic, or short-tailed, and free of extreme values or outliers. Since the skewness value of -0.482 lies between -0.5 and 0.5, which indicates an essentially symmetric answer, the skewness value of 0.482 indicates a positive skewness, indicating unequal responses from respondents. The mean team leadership (TLEAD) score is 2.2167, indicating that most respondents agree that team leadership has an impact on the organizational performance of Nigerian higher education institutions. A short-tailed distribution or a platykurtic distribution that is negatively skewed and asymmetric in response is indicated by the kurtosis value of 0.675 and the skewedness value of 0.076 for TLEAD. According to the Mutual Trust (MTRUST) mean and median values of 2.475 and 2.5, respondents generally agree that team member trust affects the organizational performance of Nigerian higher education. A short-tailed distribution with relative fluctuating values is indicated by the kurtosis coefficients of 0.447 and a skewedness value of 0.395. Because the kurtosis is less than 3, the distribution is likely platykurtic. With an average and median score of 2.2808 and 2.25, respectively, the Task Orientation (TORIENT) survey indicates that respondents generally agree that task-oriented teams have an influence on the organizational performance of Nigerian higher education institutions. A platykurtic distribution,

which is short-tailed, is indicated by a skewness value of 0.36 and a kurtosis value of 1.009, both of which point to an asymmetric response. According to Team Communication (TCOMM), which has a mean score of 2.1692 and a median score of 2.25, respondents generally agree that effective team communication affects the organizational performance of Nigerian higher education institutions. Based on an asymmetric distribution, the short-tailed distribution is platykurtic, as shown by the skewedness coefficient of -0.186 and kurtosis of 0.056. The respondents generally strongly agree that team adaptation affects the organizational performance of Nigerian higher education institutions, as shown by the mean and median team adaptation values of 1.8792 and 1.8833, respectively. The asymmetrically distributed reactions are inhibited by the platykurtic curve, as shown by the skewness value of -0.186 and the kurtosis value of 0.375. We performed correlation analysis using the Pearson product moment correlation technique in an effort to investigate the link between the variables employed in the research. The table below displays the findings.

Table 9: Correlation Matrix

		Coefficient Correlations ^a					
		OP	TLEAD	MTRUST	TORIENT	TCOMM	TADAPT
Pearson Correlation	OP	1	0.150 ^{**}	0.136 [*]	-0.108	0.142 [*]	0.114 [*]
	TLEAD	0.150 ^{**}	1	-0.047	0.021	0.089	0.095
	MTRUST	0.136 [*]	-0.047	1	-0.030	0.035	0.075
	TORIENT	-0.108	0.021	-0.030	1	0.031	-0.001
	TCOMM	0.142 [*]	0.089	0.035	0.031	1	0.121 [*]
	TADAPT	0.114 [*]	0.095	0.075	-0.001	0.121 [*]	1

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

SOURCE: Researchers' Compilation (2024)

Table 9 above shows the interconnectedness of the factors. When a variable's correlation coefficient with itself is 1.000, it means that there is no multicollinearity between the variables, meaning that the issue of one independent variable predicting another is resolved. The following is an expression of the relationship or correlation between the exogeneous factors and the endogenous variable (organizational performance): The organizational effectiveness of Nigerian higher education institutions is negatively correlated with team orientation, an independent variable with a Pearson product correlation value of -0.108. Nonetheless, with correlation values of 0.150, 0.136, 0.142, and 0.114, respectively, team leadership, mutual trust, team communication, and team adaptability show a favourable link with organizational performance of Nigerian higher education institutions.

Table 10: Variance Inflation Factor Estimates

Model		Collinearity Statistics	
		Tolerance	VIF
Multi-collinearity Test	(Constant)		
	TLEAD	0.981	1.019
	MTRUST	0.990	1.010
	TORIENT	0.998	1.002

	TCOMM	0.978	1.023
	TADAPT	0.973	1.028

a. Dependent Variable: OP

Source: Researcher's Computation (2024)

Team leadership (TLEAD), mutual trust (MTRUST), team orientation (TORIENT), team communication (TCOMM), and team adaptation (TADAPT) all have variance inflation factor values of 1.019, 1.010, 1.002, 1.023, and 1.028, respectively. Values less than 5 indicate that there is no multicollinearity issue, meaning that the variance of a given independent variable is not influenced by correlation with other independent variables in the econometrics model. One of them is the Durbin Watson test for a regression model's autocorrelation. If the value falls between 1.5 and 2.5, autocorrelation is not evident. By determining whether or not the independent variable sufficiently explains the dependent variable while keeping the remaining variance constant, the heteroskedasticity test proves the correctness of the model. The null hypothesis that a set of residuals shows no conditional heteroskedasticity is evaluated using the White Test for Heteroskedasticity and the Breusch-Pagan Test for Heteroskedasticity. In order to predict future volatility, time series volatility is also analyzed using the White and Breusch-Pagan tests for heteroskedasticity. It is implied that the model is homoscedastic rather than heteroskedastic if the P-value is higher than 0.05.

Table 11: Diagnostic Test Estimates

Diagnostic test	P-value	Significance Level	Decision
Breusch-Pagan Test for Heteroskedasticity	0.315	0.05	Homoskedastic
White Test for Heteroskedasticity	0.357	0.05	Homoskedastic
Durbin Watson Test for Autocorrelation	1.712	Lies between 1.5 to 2.5	No Autocorrelation

Source: Researcher's Computation (2024)

There is no autocorrelation and the model is homoscedastic, meaning that the explanatory variables can reliably explain the dependent variables without affecting the residuals, according to the Durbin Watson test for autocorrelation of 1.712, which falls between the 1.5 and 2.5 threshold; the Breusch Pagan Test for Heteroskedasticity and White Heteroskedasticity test, with P-values of 0.315 and 0.357, respectively, are greater than the 0.05 level of significance.

Table 12: Pooled Least Squares Regression Estimates

Dependent Variable: OP		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Method: Linear Regression		B	Std. Error	Beta			
Variable	(Constant)	1.418	0.367			3.860	0.000

TLEAD	0.134	0.054	0.141	2.492	0.013
MTRUST	0.160	0.070	0.129	2.293	0.023
TORIENT	-0.140	0.071	-0.111	-1.974	0.049
TCOMM	0.134	0.064	0.119	2.095	0.037
TADAPT	0.095	0.071	0.076	1.342	0.181
R-squared	0.761				
Adjusted R-squared	0.676				
Durbin-Watson	1.712				
Eigenvalue	5.7040				

Source: Researcher's computation 2024

The autocorrelation is within the normal range, which promotes co-integration and strengthens the association between the dependent and exogenous variables, according to the Durbin-Watson (DW) statistics of 1.712, which fall between 1.5 and 2.5. Additionally, the DW finding suggests that the model is unlikely to exhibit stochastic dependency across consecutive units of the error term. Heteroskedasticity, which indicates how well the explanatory variable explains the dependent variable and the variance of the unexplained portion remains constant or the standard error is constant, is controlled for in the model by using the standard error values of 0.054, 0.070, 0.071, 0.064, and 0.071 with regard to team leadership, mutual trust, team orientation, team communication, and team adaptation. The independent variable's explained variance on the dependent variable's variance is shown by the eigenvalue. Since a model is better if its Eigen value is greater than zero, a value of 5.7040 indicates that there is no multicollinearity, meaning that independent variables can explain the dependent variable of organizational performance in Nigerian higher education institutions while the unexplained part of the model stays constant. This is corroborated by the R-squared value of 67.60%, which also illustrates the percentage of change in the independent variables of team leadership, team mutual trust, team orientation, team communication, and team adaptation that results in a change in the dependent variable (the organizational performance of Nigerian higher education institutions). Additionally, when the alternative hypothesis is accepted and the P-value is below the crucial value of the 0.05 threshold of significance, the null hypothesis will be rejected in order to draw deductive inference.

Test of Hypothesis 1: Team leadership has no significant relationship on organizational performance in Nigerian institutions of higher learning.

However, employee's team leadership (TLEAD) has a positive association with a significant impact on organisational performance with coefficient

values of 0.134 and P-value of 0.013 which is less than 5% level of significance. Due to this the null hypothesis (1) which states that team leadership does not have significant impact on organisational performance in Nigeria institution of higher learning is rejected and the alternative hypothesis is accepted implying that team leadership style of organisational operation is efficient for effective organizational performance.

Test of hypothesis2: Mutual trust does not influence organizational performance in Nigerian institutions of higher learning. The coefficient value and P-value of 0.0 160 and 0.023 implies that mutual trust among team members has a direct relationship with organisational performance of Nigeria higher learning institutions and its impact is significant. It means that the null hypothesis 2 is rejected and the alternative hypothesis is accepted at 0.05 critical value.

Test of Hypothesis3: Team orientation has no significant relationship on organizational performance in Nigerian institutions of higher learning.

Task oriented teams exhibited a inverse relationship with organisational performance of institution of higher learning in Nigeria with a coefficient value of -0.140 and the impact of the activities of task oriented team is significant on the performance these institutions of higher learning in Nigeria exerted evidence with the P-value of 0.049 that is greater than the critical value of 0.05. therefore, the null hypothesis (3) is accepted and the alternative hypothesis rejected.

Test of Hypothesis4: Team communication has no influence on organizational performance in Nigerian institutions of higher learning. The coefficient value of 0.134 and P-value of 0.037 indicates that team communication (TCOMM) has a positive association and a significant impact on organisational performance of Nigeria institutions of higher learning in Nigeria. Therefore, the null hypothesis (4) is rejected and the alternative hypothesis is accepted indicating that effective team communication significantly impacts on organisational performance of higher learning institutions in Nigeria.

Test of Hypothesis5: Team adaptability has no significant influence on organizational performance in Nigerian institutions of higher learning. However, team adaptability has a direct association but the impact on organisational performance of Nigeria higher institutions does not have a significant impact on organisational performance

as exhibited by the coefficient value of 0.095 and a P-value of 0.181 at 5% significance level. Due to this the null hypothesis (5) is accepted that adaptability of teams does not determine the level of performance of institution of higher learning in Nigeria. It implies adaptation of teams within the workplace in Nigeria tertiary institution does impact entities' level of performance.

Discussion of Findings

The study's findings support the alternative hypothesis that team leadership affects organizational performance by demonstrating that it significantly and favorably affects the organizational performance of Nigerian higher education institutions. This is consistent with the research on "collaborative impacts on organizational performance" by Mohsin and James (2019), which demonstrates a favorable correlation and a noteworthy influence of team leadership development among workers on organizational performance in a Kenyan tile and carpet facility. The findings of Angana & Ongeti (2023), on the other hand, show an inverse link that emphasizes the impact of team or collaborative leadership on performance for Kenyan insurance businesses. The null hypothesis, which states explicitly that mutual trust among team members has no effect on the organizational performance of Nigerian institutions of higher learning, is rejected by the study, which shows that mutual trust among team members has a positive association and a significant impact on organizational performance. These results also align with Marjan's (2021) research on "the impact of effective teamwork on employee performance of the Indonesia banking sector," which demonstrates a clear correlation between employee performance and effective teamwork.

The study's findings also show that team orientation has a significant impact on organizational performance in Nigerian higher education institutions, indicating that the alternative hypothesis is accepted. This is further supported by a study on "team effectiveness" by Rachna et al. (2023), which highlighted how teamwork orientation's offshoots—purpose, objective, and responsibility—have a significant impact on performance in India's information technology sector. This view was supported by research by Akintayo et al. (2020) that found a direct correlation between collaborative approach and organizational productivity at the National Control Center in Osogbo, Osun state, Nigeria. The alternative hypothesis that good team communication has a direct, substantial influence on organizational productivity is likewise supported by the study's findings showing team

communication has a direct link and a major impact on organizational performance. The Hussain (2020) study on the "impact of effective communication on organizational performance with moderating role of organizational culture of Islamabad information technology and telecommunication sector" predicts the same conclusion, showing that effective communication significantly affects organizational performance. Marjan (2021) also stressed this stance. Last but not least, the study's results show that team adaptability and organizational performance are directly correlated, but that the impact of an adaptable team is negligible. This is in contrast to Wambui and Maina's (2022) study, which found that organizational adaptability and the performance of a large retail chain store in Kenya are significantly impacted by adaptability.

Conclusion

The need to evaluate the teamwork dynamics impact on organizational performance of institutions of higher learning in Nigeria, needs to be emphasized. The study evaluated the impact of teamwork factors of team leadership, mutual trust, team orientation, team communication, team adaptation on organizational performance which is anchored on the study of Onoriode and Samuel (2023) investigated leadership structure and team trust impact on organizational performance of manufacturing companies in the Niger Delta region of Nigeria. The study used primary source through the instrument of a structured questionnaires to gather data from respondents from conveniently three institutions of higher learning in Edo state, Nigeria within the period of 2023. The respondents are conveniently selected the institutions of higher learning within the three geopolitical zones in Edo state, Nigeria that are relevant to the study. The question is structured into two parts to enhance characterization analysis and enhance statistical inference through the use of questionnaires. The study has a single dependent variable that is organizational performance in selected institutions of higher learning in Nigeria and critical questions relevant for the study were asked with utmost simplicity and validated syntax in questionnaires that enhances comprehension of respondents to render the required responses that engineers empirical inference. The exogeneous variables are five that include team leadership, mutual trust, team orientation, team communication and team adaptation. The study carried out a questionnaires analysis of responses to each question with respect to hypotheses which preclude the qualitative characterization of the respondents. Descriptive analysis, Pearson product moment correlation, diagnostic and reliability test were executed to

enhance statistical judgment. The least square regression analysis was used as a basis of accepting or reject the null hypothesis after conducting multicollinearity test, variable inflation factor test and Breusch-Pagan test for heteroskedasticity and White test for heteroskedasticity which revealed that the model for the regression estimate can be relied upon. The Durbin Watson test for serial correlation was conducted to ascertain if variance of the independent variables create the needed variance in the dependent variables. The Eigenvalue that also indicates the explained variance of the independent variable on the variance of dependent variable was also carried out. However, the null hypothesis will be accepted if the P-value calculated from the SPSS-27 software is less than 0.05 level of significance. The table 4.17 shows the result from the least square regression analysis.

Furthermore, based on the evidence from the empirical analysis and findings of the study, the preceding recommendation are made:

- i. The study recommends that institutions of higher learning in Nigeria should employ innovative self-managing systems or team structure task-oriented systems with clear goals that encourages healthy competition with commensurate benefits that drives effective and efficient performance.
- ii. The study also recommends that organizations should employ team leadership structure that encompasses the following qualities: clear vision, strong ethics, empathy, technical competence of team members, team leader demonstrating integrity, show of commitment, acting objectively, embracing challenges and earning trust of team members. These qualities should be strategically enshrined in the culture of organizations to enhance performance.
- iii. The study recommends that policy makers in tertiary institution should always create adaptable teamwork structure with the knowledge of work ergonomics. This will ensure that each team are within their area of specialty and will easily adapt with changes or opportunities as global requirement for task changes rapidly which enhances productivity and efficiency.
- iv. This study also recommends that institutions of higher learning in Nigeria should ensure effective team communication devoid of barriers such as miss-information, poor methods of communication, information overload, diversity barriers (cultural differences) and lack of clarity. These barriers can be overcome through efficient communication system by communicating openly, engaging in team interest activities, sharing of accolades among team members, creating a trust culture among team members and ensuring inclusiveness by creating an atmosphere team task ownership.
- v. The study recommends that higher learning institution stakeholders should adopt the principle of setting realistic expectations, creating psychological safety net for team members, build team members capacity regularly, hold meetings regularly with team members, create incentive and celebrate milestones achieve by the team and effective communication with the team with high level of empathy openness will galvanize mutual trust among team members which enhances effective organizational performance.

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