

**ORIGINAL ARTICLE**

## **A Study of Teamwork as A Bedrock for Achieving The Goals and Objectives In Organization: A Case of College Of Agriculture Bauchi State, Nigeria**

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### **ABSTRACT**

*The study examines team and teamwork as bedrock for achieving organizational goals and objectives in College of Agriculture Bauchi, Bauchi State. Lack of organizational growth, development and positive synergy through coordinated efforts need much to be desired. A prerequisite for high level performance and productivity is teamwork, having discovered individualism and non performance, and inconsistency in the acting of the organization. The population covered encompasses 135 teaching and 23 non-teaching staff of the Bauchi State College of Agriculture Yelwa, Bauchi State, Nigeria. Questionnaires were administered to the respondents, all the questionnaire administered were filled and returned. A simple percentage techniques was used in interpreting and analyzing the responses from the questionnaire. It was concluded that, team members must be effective and should understand individual behaviour and compare with the goals and objectives to be achieved. The study finally recommended that team members should be flexible and be able to apply teamwork styles that influences productivity of employees and the growth of the organization the reversal will results to effective team members relationship.*

**Keywords:** - Teamwork, positive synergy, growth, productivity.

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### **INTRODUCTION**

Team management is the planning and controlling of group to achieving a common purpose. It has five phases; these are forming, storming, norming, performing and adjourning. A team according to Koko (1999) is a group of people with varied backgrounds, experience and skills that work together to achieve a common goal, he pointed out that all teams are group but all groups are not team. In a team, members complement each in other such a way that they can surpass individual performance.

Team ordinarily can be said to be a merely collection of individuals working in a face-to-face relationship for a common goals. A team is a group whose members have complementary skills and committed to a common purpose or set of performance for which they hold themselves mutually accountable. Team create the potential for an organization.

Teams are the principal building blocks of the strategy of successful organization, the focus of an organization may be on service quality, cost value or any similar goals, but the teams must remain the central methodology in the private non-profit as well as government sectors. Once a team is known or is formed that will help select or choose how to plan the work and what you can expect as an outcome, team member must understand their roles in the team and how their roles contribute to the achievement of the overall goals as stressed out by (Koko, 1999).

### **Statement of the Problem**

It has been observed that College of Agriculture Bauchi, Nigeria is been faced with the problem of member s unwillingness to cooperate with each other, failure of teams to receive support from the

management and some leaders are unwilling to relinquish control, these lack of cooperation among them had hindered the institution to achieve its set goal and objectives. An effective Teamwork style influences productivity of employees and the growth of the organization and a reverse will result to ineffective employee management relationship.

**Objective of the Study**

The objective of the study is to ascertain how teamwork has been a bedrock in achieving organisational goals and objectives in the institution and proffer realistic and practical solutions to the identified problems of teamwork that will enhance managerial effectiveness and efficiency.

**LITERATURE REVIEW**

**Group and Team Work**

Groups and teams are major feature of organizational life, the word organization and its subunits are made of groups of people. Most activities of the organization requires at least some degree of coordination through the operation of group and teamwork, bringing people together is beginning, keeping people together is progress and working with people is success (Henry Ford).

Group is a psychological term as any number of people who interact with one another, becoming aware of one another and perceives themselves to be one, that is why groups have been a central part of our everyday lives. Team can be said to be a group of people with varied backgrounds, experience and skills that work together to achieve a common goal. On the other hand, a work team generates positive synergy through coordinated effort. Their individual efforts results in a level of performance that is greater than the sum of those individual inputs.

There are many diverse definitions of teams and its varies, and is a reciprocal process in the system, team work is a process of stimulating members to action in order to accomplish a desired goals and objectives. Complexities involves in teamwork is an easy matter since human being is complex animal and unpredictable.

Team has been defined severally by various scholars, accordingly. Khanka (2008) has defined team as a group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable, it is also an association of individuals who by generating positive energy and is committed some common goal.

Teams are the principal building blocks of the strategy of successful organization. The focus of an organization may be on service quality, cost, value, or any similar goals, but teams remain the concrete methodology in the private non-profit as well as Government Sector. Team is also planning and controlling a group to achieve a common purpose success in a work place depend on your ability to build a team as well as to interact with other people on that team together. People are able to accomplish what one person cannot do alone.

Teams are cooperative groups that maintain regular contact and engage in a coordinated action. They strive to achieve a high degree of team work. Team help in resolving a number of potential organizational problems before achieving long-term success.

**How Teams Differ From Group**

Groups and teams are not the same thing, a groups are two or more individuals that interact and interdependence who have come together to achieve particular objectives. While Team (work) generates positive synergy through coordinated effort, their individual efforts results in a level of performance that is greater than the sum of those individual input. Some of the basic distinction between team and a group are stated below;

**Difference between group and team.**

POINT OF DIFFERENCE	GROUP	TEAM
Performance	A function of what its members do as individuals	Performance include individual efforts and collective work products which are the result of joint coordinated attempts
Synergy	Neutral (sometimes negative)	Positive
Skills	Random and varied	Complementary
Accountability	Individual accountability	Individual and mutual accountability
Functioning	Discusses, decides and delegate	Discusses, decides and does work together

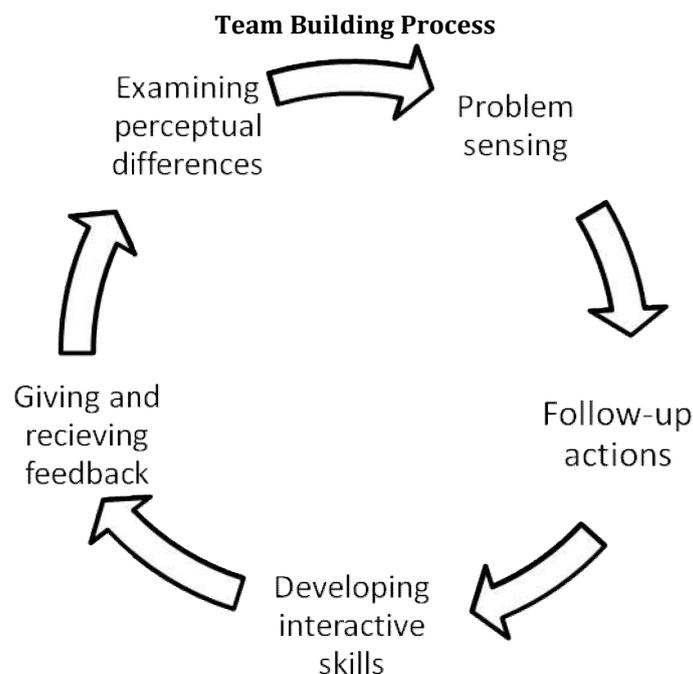
Source: Engineering Management by A.K. Gupta page 181

As the table clearly indicates, a team is more than just a group of individuals working together. Teamwork has a synergistic effect in that the individuals working together to achieve more than they could alone members share a common purpose which is clear to each team member, Teamwork, in any case, does not just happen it needs continuous effort. The effort should also be enjoyable and should result in a feeling of personal satisfaction for every team member. Another feature of the team is that members exchange feeling, opinions and ideas freely, discuss openly and try to learn from each other. There is a pride, a sense of belonging in the team, which members find motivating.

### Team Building Process

Team building is a broad activities designed to construct, develop and sustain group of people who are working together to achieve common goals with a commitment to taking collective responsibility. Team building is an evolving concept involves certain stages to proceed from beginning to its building. In order to build high performance in teams certain conditions must be met. The following factors need to be considered with regard to members in team building.

1. **Size:** High performing teams tend to be small (generally 5 to 12 members). Large members do not allow member to develop close understanding and rapport easily. As team increase in size, it becomes in order for each member to interact with and influence the others.
2. **Skills:** Members must possess three kinds of skills, the most important one is the technical competence, followed by problem-solving and inter-personal skills. The right mix is important.
3. **Roles:** For team to be successful over the long run, it must be structured so as both maintain its members social wellbeing and accomplish its task. The stages to proceed the concept involves from beginning to building is shown below;



**Source:** Global Practice of Management (2013) by Dongs I.S and Dangana A.E

#### i. **Problem Sensing and Identification**

Team building begins with problem sensing and identification with a view to solving the problem and improves team effectiveness, expectedly; the problems may range from the organizational group to personal problems. Nonetheless; emphasis is given on consensus problem while identifying the problem to solved.

#### ii. **Examination of Difference**

Individuals vary in several respects like backgrounds, personality dimensions, attitudinal aspects, values, cultures etc. efforts should be made to reduce or remove individual differences in perceiving the problems or issues through specially designed communication and training sessions. The more the team is cohesive, the more it is effective.

The remaining stages include feedback, developing argumentative skills, constructive/negative behavior and follow-up action.

**Team Roles**

Various researchers have identified various roles, both formal ones and team members, use to understand their roles in the team and how their roles contribute to the achievement of the overall goals as stressed out by Koko (1999).

The following are identified to be the type team role namely

- a. **Positive team roles**
  - i. **Implementer:** Hardworking very practical tends to be rigid.
  - ii. **Coordinator:** Has a strong need of objective in crisis management.
  - iii. **Sharper:** Has a strong need for achievement
  - iv. **Planner:-** Creative member of team, sensitive to criticism
- b. **Destructive Team Roles**
  - i. The aggressor
  - ii. The dominator
  - iii. The recognition seeker
  - iv. The withdrawer
  - v. The blocker
  - vi. The topic jumper
  - vii. The chronic devil s advocate

A team leader should be able to take an overview by standing back from immediate involvement. JMJ consulting limited (2007) stressed out. Therefore, the following are said to be the qualities of a good team leader.

- i. Monitor the stress level of their team members
  - ii. Ensure team members take their break as it helps as it help them to energize
  - iii. Recognize and regard the hard work of team members
  - iv. Remember two good heads are better than one and effective team work can always surpass individual best performance.
- C. **Quality of an effective team**
- i. Coordinator
  - ii. Result oriented
  - iii. Responsive
  - iv. efficient

Effective teams must have people in both task specialist and socio-emotional role. Effective teams must also have people in both task specialist and socio emotional roles as follow.

**Different between Task-Specialist and Socio-Emotional roles**

<b>Task-specialist role</b>	<b>Socio-emotional role</b>
<ul style="list-style-type: none"> <li>• Initiation: propose new solution to team problems.</li> <li>• Energizer: Stimulate the team for action when interest drops.</li> <li>• Summarize: Relate various ideas to the problem at hand.</li> <li>• Give opinions: Offer opinions on task solutions.</li> <li>• Seek informational ASK for task relevant facts.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage: Are warm and receptive to others ideas</li> <li>• Compromise: Will shift own opinions to maintain team harmony.</li> <li>• Follow: Go along with the team</li> <li>• Harmonize: Reconcile group conflicts.</li> <li>• Reduce Tension: May tell jokes or in other ways draw at emotion when group atmosphere is tense.</li> </ul>

**Source:** Management (test and cases) 2<sup>nd</sup> Edition by Rao VSP

Parker has enlisted the four role played by team members, these are contributor, collaborator, communicator and challenger, the contributor are members who have primary concern to complete the task for which the team is formed, the collaborator whose members focus their attention on the ultimate purpose of team in the given organizational context in which the team has to function and the communicator are team members who have concern and who show their focus on the process of team functioning.

**Social Loafing**

Social loafing relates to size for a team and it motivation. It s the tendency for individuals to expend less effort when working collectively than when working individually. Social loafing is a situation in which

people exert less effort when working in teams than when work alone. It is contrary to synergy. Some thinkers have tried to explain the phenomenon of social loafing by what is called social impact theory, this theory refers to the impact of any social force acting on a group is divided equally among its members, the impact of the force on any one member decreases with increase in the number of members in a team. That is, the larger the size of the team, the lesser is the share of each members contribution in team's performance. The more the people to contribute in a team's performance. The less pressure each member feels to perform more and better in the group.

Several reasons can be attributed to the causes of social loafing effect as follows;

- i. The members believe that they will receive their share of team rewards regardless of their low individual contribution.
- ii. Due to believe that other members in the team are not exerting their fair share.
- iii. When the task to be performed by the team is not challenging enough or members do not find the task interesting enough.
- iv. The dispersion of responsibility.
- v. When poor performers benefitted from the higher level performance.

The biggest disadvantage of social loafing is that it demotivates other than team members, resulting in sucker effect where good performing team members tend to put their less efforts, because they do not want others to take advantage/more benefit of them.

#### **How to Minimize Social Loafing**

There may be two ways to minimize social loafing;

- (i) By making each members performance more viable
- (ii) By increasing each members motivation to perform his/her task within the group.

These include;

- a. Form smaller team
- b. Specialize tasks
- c. Measure individual performance
- d. Increase job enrichment
- e. Select motivated employees.

#### **MATERIAL AND METHODS**

The study is a survey research. The population covered encompasses 135 teaching and 23 non-teaching staff of the Bauchi State College of Agriculture Yelwa, Bauchi State, Nigeria. Questionnaires were administered to the respondents, all the questionnaire administered were filled and returned.

#### **Method of Data Analysis**

A simple percentage techniques was used in interpreting and analyzing the responses from the questionnaire.

#### **RESULTS**

Having collected and analyzed the data on the questionnaires from the field, the findings reveal that

- i. That the leader's attitudes to teamwork do affect productivity.
- ii. Teamwork and team building help to achieve organizational effectiveness and efficiency.
- iii. Effectiveness of teamwork leads to a greater productivity.
- iv. Team and teamwork encourages subordinates and management relation for effective service delivery.

#### **CONCLUSION**

In view of the research findings, it was discovered that team work have effect on the outcome that productivity of the organization and it also enhances managerial efficiency and effectiveness. It also shows how effective team varies from that of a group work and how team members complement each other in such a way they can surpass individual performance.

The organization should understand what constitutes problem to the formation of team members and get rid of them. Careful environmental scanning should be made on the entire organization in order to forestall any situation that may create banner to team building of process; failure to do that may likely make good plant to fail.

Team relations should fully obe strengthen through knowledge gathering and sharing and a system of feedback should be encouraged in order to tackle any eventualities that could be detrimental to the success of the organization

### RECOMMENDATIONS

Based on the outcome of the research findings and the analyses of the data, the following recommendations were made by the researcher.

- i. That the institution should improve on the use of teamwork rather than group work
- ii. The institution should as a matter of priority educate its staff on the concept and process of team building process for maximum productivity.
- iii. The institution should put in place a mechanism for problem sensing and identification to improve team effectiveness.
- iv. The institution should be proactive in adopting an effective teamwork style that influences productivity of employees, growth and development of the organization and subsequently enhances managerial effectiveness and efficiency.

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