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Table of Contents

Editors - - - - -	iii
Advisory Board - - - - -	iv
Editorial Statement - - - - -	v
Note of Contributors - - - - -	vi
Table of Contents - - - - -	ix - x
Tax Base and Fiscal Federalism: A Comparative Analysis of Selected Countries.	
<i>Akpan, G. E. and Esu, G. E.</i> - - - - -	1 - 13
Examining the Effect of Teamwork on the Achievement of Organization's Targets in UAC of Nigeria Plc	
<i>Dunmade, E. O., Kadiri, I. B., Yahaya, I. J. and Ajao, J. O.</i> -	14 - 25
Entrepreneurial Innovation and Poverty Reduction: (A Study of selected entrepreneurs in Ilorin Metropolis).	
<i>Abdulraheem, M., Imouokhome, E. O. Olujide, O. J. and Adegbola, E. A.</i> -	26-36
Rural Health Care Provision and Utilization in Yakurr Local Government Area of Cross River State, Nigeria.	
<i>Ibiang, E. I.</i> - - - - -	37 - 48
Spatiotemporal Assessment of Oil Spill Hazard in Nigeria Niger Delta Oil Producing Local Government Area of Ekeremor, Bayelsa State.	
<i>Ibanga, O. A. and Idehen, O. F.</i> - - - - -	49 - 63
Assessment of Tourism Potential of Akoko-Edo Local Government Area, Edo State, Nigeria.	
<i>Onaiwu, D. N. and Atewe, A. F.</i> - - - - -	64 - 77
Investigating Soil Quality Indicators' Response to Perennial Cropping Systems in Lowland areas of Northern Edo State, Nigeria.	
<i>Orobator, P. O., Ekpenkhio, E., Odudu, O. R. and Uuzebor, I.</i> - -	78 - 90
Women Involvement in Agricultural Development in Selected Rural Communities in Akoko Region, Ondo State, Nigeria.	
<i>Allen, A. A., Tayo-Olajubutu, O. and Aladeloye, A. O.</i> - -	91- 100
Ecowas Regional Economic Integration after Four Decades: How Integrated Are We?	
<i>Uwak, U. E.</i> - - - - -	101-114

Democracy, Leadership and Good Governance in Nigeria: Challenges and Prospects.	-	-	115 - 127
<i>Edet, L. I., Bassey, M. E. and Effiong, J. E.</i>	-	-	
An Examination of Patients' Knowledge of Health Delivery Services in Tertiary-Bound Health Institution.	-	-	128 - 140
<i>Omorogbe, C. and Micah, D. J.</i>	-	-	
Implementation of N-Power Programme in Akwa Ibom State, Nigeria: Issues, Challenges and the Way Forward.	-	-	141 - 151
<i>Okon, D. E. and Thompson, H. O.</i>	-	-	
Community Development Strategies and Biodiversity Maintenance in Ini Local Government Area of Akwa Ibom State, Nigeria.	-	-	152 - 162
<i>Ekpe, N. I.</i>	-	-	
Television and Viewers' Perception of Women's Real-Life Roles: An Empirical and Theoretical Review.	-	-	163 - 174
<i>Adekusibe, G. E. and Ojomo, O.</i>	-	-	
Drilling Wastes (Cuttings) Management in Oilfields in Nigeria.	-	-	175 - 182
<i>Thomas, A. and Ukpong, I. E.</i>	-	-	
Appendix	-	-	183 - 191



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Examining the Effect of Teamwork on the Achievement of Organization's Targets in UAC of Nigeria Plc

by

¹ Emmanuel O. Dunmade

Email: dunmade.eo@unilorin.edu.ng;

G.S.M: +2348035159320

² Ismaila B. Kadiri,

bolakadiri@unilorin.edu.ng

³ Idowu Jamiu Yahaya

yahaya.it@unilorin.edu.ng and

⁴ Nuha S. Aremu

nusaremu@gmail.com

Department of Industrial Relations &

Personnel Management,

Faculty of Management Sciences,

University of Ilorin, Ilorin, Nigeria

⁵ James O. Ajao

ajaotunji4u@gmail.com

Department of Business Education,

Federal College of Education, Yola

Abstract

Employees are the most crucial resources in any organizational setting. For these resources to function to the fullest so as to achieve the set targets, the organization's management is expected to give its maximum support for teamwork through effective motivation. The study was an attempt to examine the effect of teamwork on the achievement of organization's set targets with a focus on UAC of Nigeria PLC's Headquarters located at UAC Building, 1-5, Odunlami Street, Lagos Island, Lagos. The study made use of One Hundred and Thirty (130) staff as the sample size. Simple random sampling technique was applied with the use of structured questionnaire to elicit the required information from the respondents. Descriptive statistics employed were simple percentages and tables, while inferential statistics utilized were regression, and Pearson's Correlation (PPMC). Findings showed that team's motivation had a meaningful effect on the achievement of organizational goals and that effective team's communication significantly enhanced the achievement of organizational objectives. Findings indicated further that there was a significant relationship between effective team leadership and achievement of organization's targets in UAC of Nigeria PLC. It was recommended that: both the monetary and non-monetary incentives should always be offered to high performer(s) in the working team as rewards for hard work; team leaders in the organization should continually ensure prompt and adequate flow of information in the team without ambiguity, so as for the employees to easily have knowledge of what they are required to do; and team leaders in the organization should be transformational leaders in

their approach and not transactional. This is to allow employees to be novel in carrying out their duties.

Keywords: Corporate Objectives, Employees' Performance, Leadership's Style, Team's Effectiveness and Teamwork.

1. Introduction

The ability to meet set targets and also achieve the desired goals is considered as the key and central human resource practice in all organizations. This is the avenue through which accomplishment of the ultimate goals is possible. Organizations can record efficiency and enhanced productivity only through higher employees' work performance, thus makes teamwork to be thought out as a core component that contributes to performance of workers in the workplace.

Teamwork has become known in the recent time as one of the key ways in which organizational task is being simplified and promptly undertaken. It is currently and predominantly the focus of many organizations characterized with dynamism and sophistication in the manner or method by which they perform their operations. This is with a view to cope with the ever-growing competition in the world of work where businesses strive in complex and dynamic environments which are attributed to the increase in the globalization and competitiveness of the universal economy. Teamwork has equally become an essential technique of devising new means of achieving the corporate objectives in the workplace due to role interdependence and complex nature of tasks. The idea of assigning responsibilities to work groups has been diffused under different labels such as modern sociotechnical theory; human resource management; lean production; and business process re-engineering which all encompass the basic principles of team working.

However, the intensity of competition among independent business units of the workplace has necessitate the need to develop a team that is made up of members who possess unique skills and have intents to achieve more with other members whose skills are complementary in the achievement of a common goal through collaboration. Teamwork is a cooperative process that allows ordinary people to achieve extraordinary results (Scarnati, 2001). This makes a team to have a common goal where the members can easily develop effective and mutual relationships to achieve the mutual objectives through sharing of knowledge and skills as a number of studies show that employee who works within a team tends to produce more output than a single individual (Jones, Richard, Paul, Sloane & Peter, 2007).

Making employees to undertake what are required of them so as to promptly reaching organizational targets, accomplishing corporate goals and realizing business objectives with the needed efficiency is one of the prevalent challenges that organizations together with their management teams are facing. This is not unconnected with the dynamics of organizational circumstances and complex nature of human behavior as many organizations' management members have no choice other than managing their workforce in such a manner that is capable of producing sub-optimal results, in so doing endangering organizations' likelihoods of realizing the set goals and

predetermined objectives efficiently. Organizations are then progressively becoming unstable by means of general feeling of workers' dwindling productivity which adversely impacting on the workplace economy.

As maintained by Onyekwelu, Anah, Onwuchekwa and Ejike (2018), there is adequate evidence to attest to the fact that teamwork and the effect on some of its independent variables that are used as its components to predict employees' job performance or organization's achievement of the set business objective has not drawn much research interests particularly in this part of the world. It is on this basis that this research work sets out to examine the effect of teamwork on the achievement of organization's objectives in United Africa Company (UAC of Nigeria) Plc.

The United Africa Company (UAC of Nigeria) PLC is a Nigerian publicly registered manufacturing company with the Headquarter located at UAC Building, 1-5, Odunlami Street, Lagos Island, Lagos with UACN's Food, Mr. Bigg's, CAP PLC, and others as its main subsidiaries. The key areas of operation of UAC of Nigeria PLC include: manufacturing, services, logistics and warehousing, agricultural and real estate, etc.

2. Objectives of Study

The broad objective of this study was to examine the effect of teamwork on the achievement of organization's target in UAC Nigeria Plc. The specific objectives were to:

- i. assess the extent at which team motivation influenced the achievement of organization's goals;
- ii. to ascertain how team communication, enhanced the achievement of organization's objectives; and
- iii. investigate the relationship between effective team leadership and achievement of organization's target in UAC of Nigeria Plc.

3. Research Hypotheses

- Ho₁: Team motivation had no effect on the achievement of organization's goals in UAC of Nigeria Plc.;
- Ho₂: Effective team communication does not enhance the achievement of organization's objectives; and
- Ho₃: There is no relationship between effective team leadership and achievement of organization's target.

4. Review of Related Literature

Conceptual Clarifications

Teamwork

Teamwork has been defined as a concept by many people who are seen as authorities in the field of management. For example, Alie, Bean & Carey (1998) described teamwork as a means of increasing the utilization of manpower with a view to possibly enhance performance of not just the employee, but that of the organization in the long run, since this is capable of expanding the output of employees through

collaboration. As a result, employees who work in group turn out to be the workplace's standard. Also, Ingram (2000) considered teamwork as the probable improvement of the individual employees' performance together with that of the organization which requires nurturing over time. In the same vein, to Robbins and Judge (2007), teamwork is a group of workers who interact with one another primarily to share information and make decisions that help individual members in performance of their assigned tasks.

According to Kalisch and Lee (2009), teamwork encompasses a group of people who are in support of one another with a view to accomplish a specific objective. This refers the employees' actions that result in the accomplishment of a common goal giving priority to the organization's interest. Teamwork entails mutualism and collaborative engagements to achieve a particular aim (Khong & Tien, 2013). However, teams can therefore be referred to as an effective work group whose effectiveness depends on the creativity or energy which is yonder workforces as individuals. Consistent with Hartenian (2003), contemporarily, employees in the organization are able to work confidently in teams or as groups for enhanced productivity. This is premised on the maximum support from the workplace's top management and due to the managers' preference in allocating additional team projects to workers having opportunities to strengthen their knowledge and developing their skills. Working together as a team thus helps employees not only to co - operate, but also to reduce individual conflicts and heighten their skills through feedback.

Organization's Target

According to Whittaker-Brown and Barker (2005), targets refer to the promised or desired levels of performance that are based on performance indicators. These may stipulate a minimum level of performance, or even outline aspirations for development. Targets are quantifiable points in time at which an organization achieves all or a portion of its goals. Whittaker-Brown and Barker (2005) stressed further that targets make just a part of performance measurement and management structure and by themselves have insignificant effect without being possessed and properly managed by individuals who take action to ensure that improvements are made to occur. In line with Kenneth (2011), target setting is therefore the art of making a balanced decision between competing choices as this is pivotal to performance management in the organization. Targets direct the mind of the manager to what should be aimed at, and also make known who should exactly works out the movement of the business from where it is to reach the future.

However, there is no single target that is capable of perfectly capturing all facets of a business and thus necessitates usage multiple targets sometimes in the workplace as virtually all establishments set targets. These may include longer-term strategic targets otherwise known as goals, and multiple short-term targets that are referred to as objectives. As suggested by Kenneth (2011), to enhance the use of targets, key choices are necessary to be made such as how one sets targets. This is whether different approaches should be utilized in the form of top-down or a participative bottom-up approach. Likewise, one will be required to decide on how many targets should be set

and how these would be weighed since there is need to involve those who will deliver on the set targets and be held accountable right from the starting point.

Organization's Goals

A goal refers to the purpose to which an endeavour is directed. In relation to March and Simon (1958), organizational goals can be described as the desired organizational outcomes that can be utilized so as to guide action and evaluate organizational performance and which are very distinct from measurable targets. Cyert and March (1963) maintained that organizational goals are the result of continued bargaining and stabilization processes among related parties within the organization. Organizational goals can as well be seen as strategic objectives that the management of a company establishes with a view to outline expected outcomes and guide employees' efforts. These go a very long way in helping the workplace not only to define a company's purpose, but also to assist its business to grow and attain its financial objectives. The setting of specific organizational goals helps a business to measure its progress and determine the tasks that require improvement for meeting those business goals. Cyert and March (1963) added that multiple dimensions along which organizational goals are set, include production, inventory, sales, market share and profitability.

Organizational Objectives

In relation to Ojo (2009), all business activities are set up to seek a specific outcome or the other of which profit making is key among others. Organizational objectives are those ends in which the business organization seeks to achieve by its existence and operations. These can in another way round be considered as short and medium term goals that a firm strives hard to achieve in a bid to realize its overall aim (strategic goals). Objectives often times play pivotal role in the development of an organizational policies and also in the determining the allocation of the workplace's resources. The objectives that a business sets for itself are of great importance to everyone who is a stakeholder in such a business, whether he is an employee, a consumer, an owner, or just a member of the general public. An organizational objective is clearly different from the organizational goal in the sense that, a goal can be referred to as description of a destination, while an objective can be termed as a measure of the progress that is required or necessitated to get to the purposed destination. That is, a goal can be stated to be a long term outcome that a business enterprise wants or craves to achieve. An objective is specific, short in term of time frame for accomplishment, and is not as wide in scope as a goal.

Ojo (2009) summarized organizational objectives to include the following among others: profit maximization which is the primary objective of any business; growth and survival; social responsibility; customer creation; employment provision; employees' welfare; market penetration, market dominance; high quality service delivery or high quality product offer, improvement of customers' standard of living; maximization of shareholders' dividends or wealth; etc.

5. Theoretical Framework

In an effort to describe the link between teamwork and achievement of the organization's set target, goal setting theory upon which this study was anchored was therefore reviewed.

Goal Setting Theory

As asserted by Locke, Latham and Erez, (1989), goal setting theory is an approach for stimulating employees toward work performance. The theory is premised on the notion that employees' behaviour can be changed positively by influencing their goals and targets as this involves some principles that aim at drawing high work performance through an enhanced employees' motivation. These principles include: setting of challenging, but attainable goals, that is, goals should be specific, rather than being vague; involving of employees in the process of setting their goals; and measuring of goals in terms of clarity to and comprehension by employee as far as quantity, quality, time, and cost are concerned.

The theory explains that setting a goal without an action plan is nothing more than a mere dream that is hoped to fall into one day. It elucidates further that setting a goal is not enough to accomplish it, except the necessary actions are taken to obtain the desired results. Goal setting theory shows that specific and challenging targets are better than vague statements such as "Do your best." This is so as targets can be useful as directional signals, but if considered as achievable, they are capable of causing motivation in the employees or vice versa. The theory was therefore thought-out to be more appropriate for this study because it could expound well the essence of setting an achievable goal in the workplace. It helps to realize that setting a goal is one thing, and attaining it is another thing entirely. A goal can be attained only when it is simple, easily understood, clear and specific, and also when definite actions are taken at the right time.

Empirical Review

In the work in Kenya carried out by Ooko (2013), descriptive research design was utilized. The target population for the study was one hundred and eleven, and this was made up of both Management team and all other workers. The findings of the study established that job satisfaction could be achieved through recognition of employees' achievement, promotions, good working environment, unbiased rewards, and remunerations to the employees. Clear job descriptions were therefore recommended to be made available at the point of employees' employment with clear organogram so as for the workers to be aware of their scope of operation and responsibilities right from the time they are entering into the organization.

Also, Mba (2015) researched on teamwork and employee performance in the Bonny Nigeria liquidities natural Gas Plant. Data for the study was analyzed using descriptive and inferential statistics. Results showed that there was significant relationship between teamwork and employee performance. It was further established that a significant relationship between teamwork and increased employee motivation/commitment exists in the Bonny NLNG Plant. Sustenance of current team

building efforts, time to time evaluation of employees' job skill requirements, regular staff training / development, and consistent improvement of employees' condition of service were all suggested.

Likewise, Agarwal and Adjirackor (2016) assessed the impact of teamwork on organizational productivity among the staff of Kwashieman Anglican Basic School in Accra, Ghana. The study adopted quantitative techniques to analyze the link between the variables of teamwork (Esprit de corps, that is, team spirit, team trust, recognition and rewards), and organizational productivity. The study established that there is a significant and positive impact of the predictors on the response variable with an adjusted R^2 of 70.5%. The study therefore recommends that teamwork's activities should always be used so as to boost productivity in the studied establishment.

Shouvik and Mohammed (2018)'s study on the examination of the impact of teamwork on occupational performance of the staff of Dhofar University pointed out that there is a strong and significant connection between the independent variables (teamwork) such as trust, leadership structure, performance evaluation, rewards, and the performance of employees of Dhofar University in Sultanate, Oman.

6. Materials and Methods

Descriptive survey design was employed for this study as it is suitable to capture and describe the details of the relationship of various variables. The utilized data source was primary, while related journals and textbooks were consulted and used. The study adopted a simple random sampling technique in a bid to ensure that all employees in the study area have equal chance of being selected.

The population of the study comprised all employees of United Africa Company of Nigeria (UAC of Nigeria) PLC's Headquarters located at UAC Building, 1-5, Odunlami Street, Lagos Island, Lagos. The study adopted a hypothetical sample as a result of the inability to ascertain the total number of the workforce in the study organization. This was consistent with the view of Attewell and Rule (1991), and Bradford and Cullen (2012) that hypothetical sample is appropriate for use where population of the study could not be accurately established. However, a total number of One Hundred and Thirty (130) staff members of UAC of Nigeria PLC was sampled. This was in coherence with Hill, Brierley and McDougall (2003)'s opinion that a sample size of One Hundred (100) and above are adequate enough to make good research findings. The gathered data through questionnaire were analyzed with SPSS (Statistical Package for Social Sciences). In the study, both descriptive and inferential statistics were used. The descriptive statistics involves simple percentages and frequency tables, while inferential statistical tools utilized were regression, and Pearson Correlation (PPMC).

7. Results and Discussion

The results of the analysis of the study are presented from table 1 through 4. Out of the total number of One Hundred and Thirty (130) copies of questionnaire administered on the staff of the UAC of Nigeria PLC, One Hundred and Four (104) copies were usefully filled and returned. Hence, the analysis was based on One Hundred and Four (104).

Table 1: Demographic Data of the Respondents

Variable	Level	Frequency (f)	Percentage (%)
Gender	Male	70	67.3
	Female	34	32.7
	Total	104	100.0
Age Group	Under 25years	20	19.2
	26-35years	47	45.2
	36-45years	29	27.9
	46years and above	8	7.7
	Total	104	100.0
Educational Qualification	NCE/OND	29	27.9
	First Degree	56	53.9
	Masters	5	4.8
	PhD	2	1.9
	Others	12	11.5
	Total	104	100.0
Years of Working Experience	Less than 2years	31	29.8
	2-5years	35	33.7
	6-10years	21	20.2
	11years and above	17	16.3
	Total	104	100.0
Department	Production	55	52.9
	Operations/IT	10	9.6
	Marketing	12	11.5
	Accounting	10	9.6
	Human Resources	9	8.7
	Others	8	7.7
	Total	104	100.0

Source: Field Survey, 2019

Results in table 1 shows the demographic data of the respondents that participated in the study. Gender distribution indicated that 67.3 % of the respondents were male staff, while 32.7 % were females. The respondents' age category illustrated that 19.2 % were under the age of 25 years, while 45.2 % were between the ages of 25-35 years, then 27.9 % were between age of 36-45 years and 7.7 % were of age 46 years and above. The percentage of respondents with NCE/OND qualification is 27.9 %, then 53.9 % with first degree, 4.8 % had master degree, and 1.9 % were holders of Ph.D., while 11.5 % indicated other degrees. Among the respondents that participated in this study, 29.8 % possessed less than 2 years of working experience, 33.7.0 % and 20.2 % respectively had between 2-5 years, and between 6-10 years working experience compared with 16.3 % that had 11years and above of working experience. On the department of the respondents, result established that the majority (52.9 %) were from production department, 9.6% from Operations/IT and accounting, 11.5 % from Marketing, 9.7 % from human resources, while 7.7 % of the respondents were from other departments not listed.

8. Testing of the Stated Research Hypotheses

HO₁: Team motivation has no significant effect on the achievement of organizational goals at UAC Nigeria Plc.

Table 2: Model Summary of Regression Analysis Showing the Effect of Team's Motivation on the Achievement of Organizational Goals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	P
Team motivation	.727	.529	.523	.783	97.956	.000

Source: Authors' Computation, 2019

In table 2, the result illustrates the effect of team motivation on the achievement of organizational goals in UAC Nigeria Plc. It was seen that team's motivation variable yielded a coefficient of regression (R) of .727 and a correlation square (R^2) of .529. These values were statistically significant at 0.05 probability level implying that team's motivation had a meaningful effect on the achievement of organizational goals. Team's motivation variable could account for 52.9 % of the observed variance in the achievement of organizational goals. However, since the p-value was less than 0.05, the stated null hypothesis was rejected. Therefore, the result showed that team's motivation had a significant effect on the achievement of organizational goals in UAC of Nigeria Plc.

HO₂: Effective team communication does not significantly enhance the achievement of short term goals.

Table 3: Model Summary of Regression Analysis Showing the Effect of Effective Team Communication on the Achievement of Organizational Objectives

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	P
Effective Team Communication	.649	.422	.419	.992	192.498	.000

Source: Authors' Computation, 2019

Table 3 of the study reveals the effect of effective team's communication on the achievement of organizational objective in UAC Nigeria Plc. It was shown that effective team's communication variable produced a coefficient of regression (R) of .649 and a correlation square (R^2) of .422. These values were statistically significant at 0.05 probability level. This implied that effective team's communication significantly enhanced the achievement of organizational objectives. Effective team's communication variable was found to account for 42.2 % of the observed variance in the achievement of organizational objectives. Therefore, the result inferred that effective team's communication significantly increased the achievement of organizational objectives in UAC Nigeria Plc.

H₀: There is no relationship between effective team leadership and achievement of organization's targets.

Table 4: Relationship between Effective Team Leadership and Achievement of Organization's targets (N=104)

Variables	$\bar{X}$	SD	1	2
1 Effective team leadership	31.16	5.11	1	
2 Achievement of organization's targets	20.69	3.75	.494**	1

p=.000 (p<.05)

Source: Authors' Computation, 2019

Table 4 reflects the result of the relationship between effective team leadership and achievement of organization's targets. As shown in Table 4, the correlation coefficient (r) between effective team leadership and achievement of overall organization's target is .494. This value was found to be significant at 0.05 probability level. This result indicated that there was a significant relationship between effective team leadership and achievement of organization's targets (N = 104, r = .494, p = .000, < 0.05), and since p-value was less than .05, null hypothesis was, therefore, rejected. It was concluded that there was a significant relationship between effective team leadership and achievement of overall organization's targets.

The findings of the study showed that achievement of organizational goals in UAC of Nigeria Plc hinges largely on the effective use of team's motivation. Similarly, the offer of both financial and non-financial incentives to team members was established to be effective components of team's motivation and these go a very long way to positively influence the realization of the organization's goal. This finding was in line with those of Ooko (2013) and Mba (2015) that organization's goals could easily be accomplished by the team of workers when they are well motivated through recognition of their efforts, offer of promotions as at when due, provision of good working environment, unbiased rewards, and adequate remunerations. The finding of the study revealed further that organizational objectives could be effectively realized only if needed and clearly understood information is well communicated among the team members and particularly between team leaders and their followers. It was as well established that achievement of the organization's set targets in UAC of Nigeria PLC was greatly dependent on the leadership style that is adopted within the team. When transformational leadership is adopted, team members' tend to contribute more towards the achievement the organization's target without being coerced by anyone than when the team leaders prove to be transactional in nature.

9. Conclusion and Recommendations

Following the findings of the study, it could be inferred that teamwork facilitated effective performance of operations in UAC of Nigeria PLC as employees in the working

teams were opportune to improve their knowledge, skills, and abilities by working in unison with their colleagues. Also, teamwork inspired the team members not only to be innovative, but also to be creative in the workplace. Hence, it could be concluded: that team's motivation had a significant effect on the achievement of organizational goals; that effective team's communication significantly increased the achievement of organizational objectives; and that there was a significant relationship between effective team leadership and achievement of organization's set targets in UAC of Nigeria PLC.

Consequent to the findings of the study, it is recommended that:

- i. Since offer of both financial and non-financial incentives to team members was established to be effective components of team's motivation and as these go a long way to positively influence the realization of the organization's goal, the Management of UAC of Nigeria PLC should make it a culture to be offering handsome rewards for superlative group performance. This should not only be monetarily in nature, but should also be through non-monetary incentives. This is to enhance commitment and improvement in the work environment.
- ii. So far organizational objectives could be effectively realized if and when required information is communicated among the team members, every team leader in the organization should continually ensure prompt and adequate flow of information in his/her team without ambiguity.
- iii. All team leaders in the organization should try as much as possible to be transformational in their leadership approach rather than being transactional, as every employee loves to be given opportunity to introduce his/her novel ideas into his/her mode of operation for enhanced performance.

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