

TEAM WORK AND SURVIVAL OF MANUFACTURING FIRMS IN PORT HARCOURT

Gospel Onyebuchi Okoro and Ejechi, Ishakor

Department of Management, Faculty of Management sciences

Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria

Email: buchiokoro@gmail.com, ishakorejechi@yahoo.com

ABSTRACT

The aim of this study is to identify the relationship between Team work and Survival of Manufacturing firms in Port Harcourt. Descriptive survey research design is adopted for this study. Population of study comprised of 1200 staff. A sample of 291 staff was drawn from study population. Simple random sampling technique was adopted in drawing the sample from the population. Data for this study were sought from two sources, primary and secondary sources of data. This study depended solely on researcher's structured questionnaire titled "Lean kaizen Implementation and Organizational Survival Scale (LIOSS)" as the main instrument for data collection. Descriptive statistical tools such as tables, frequencies, percentages, mean scores and standard deviations were used to assess the prevalence of the study variables. Pearson Product Moment Correlation Coefficient and Multiple Regression analysis were also adopted using Statistical Package for Social Sciences (SPSS) version 23.0. Findings showed that teamwork affects Survival of Manufacturing Firms in Port Harcourt to a large extent.

Keywords: Team Work, Organisational Survival, Effectiveness, Productivity, Profitability

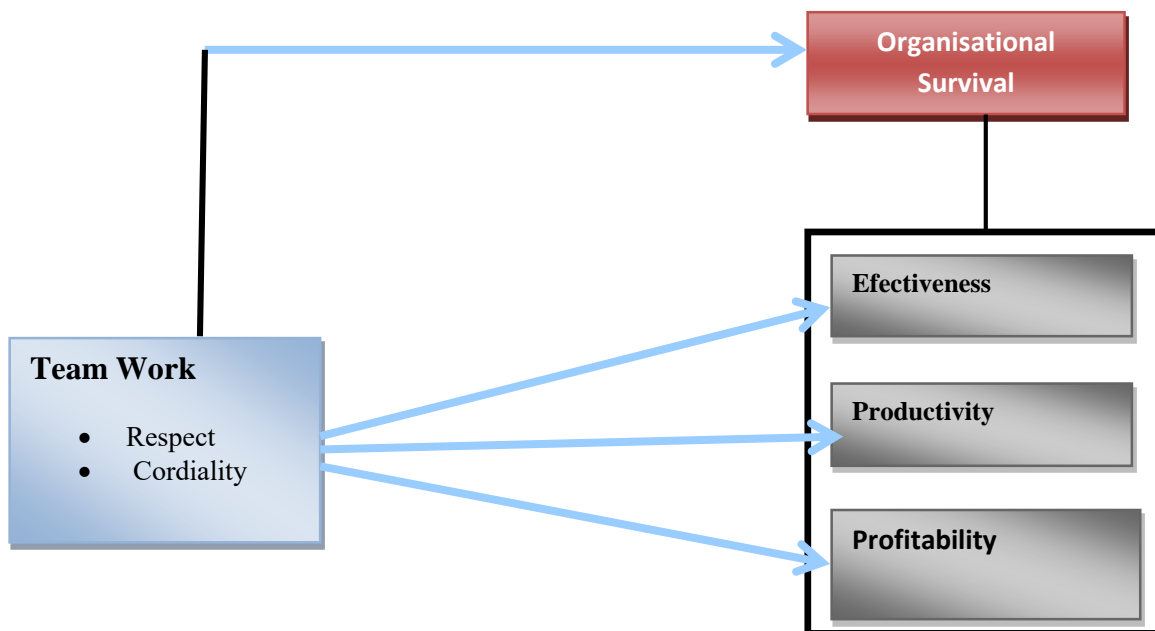
INTRODUCTION

Team commitment has become one of the important levels of organizational commitment. Team commitment is used "to describe very different constructs, experiences, degrees of involvement and motivation" (Hopfl, 2011). Team empowerment is viewed as intrinsic motivation. It is manifested in four cognitions reflecting an individual's orientation to his or her work role in the form of meaning, competence, self-determination, and impact (Poisat, 2016; Thomas & Velthouse, 2010). Team commitment is "the relative strength of an individual's identification with, and involvement in, a particular team". Effective teamwork can be based on an individual commitment to the team, workplace, division, and/or corporation (Robbins *et al*; 2011; Sano, 2012). The principle of team trust hinges on the belief that an individual or group: (a) makes good-faith efforts to behave in accordance with any commitments both explicit and implicit, (b) is honest in whatever negotiations preceded such commitment, and (c) does not take excessive advantage of another even when the opportunity is available (Sano, 2012).

Studies on the survival of incorporations can then be worthwhile. Organizational survival in the absence of preparation in dealing with various conditions is threatened and sometimes may result in complete removal from competition. Therefore, organizations that need to prolong their survival of any growth, development and maturity of the organization must continually monitor the status of related competitors to survive.

Finally, research on Lean is still limited and that studies of Lean often lack explicitly stated and appropriate research designs, as well as appropriate statistical tests and outcome measures. They also argue that a predominance of studies report successful Lean interventions but so far little has been reported about failed attempts or barriers to application. Thus there is a need for further research to fill the knowledge gap about Lean as a functional approach in organizational survival (Mazzocato et al., 2012). It is on the foregoing enumerated arguments that the present study is embarked upon to determine the relationship between effective Lean Kaizen (Team work) implementation and survival of Manufacturing firms in Port Harcourt.

Operational Conceptual Framework



Hypotheses

The following null hypotheses will be tested at 0.05 level of significance.

- Ho₁: There is no significant relationship between teamwork and effectiveness of manufacturing firms, Port Harcourt.
- Ho₂: There is no significant relationship between teamwork and productivity of manufacturing firms, Port Harcourt.
- Ho₃: There is no significant relationship between teamwork and profitability of manufacturing firms, Port Harcourt.

Team work

In its simplest form, teamwork is an activity in which members of an organization come together to work toward a common goal or set of goals. In today's work environment, teamwork can happen in-person or (increasingly) online. It is worth noting that today's teams are much different than they were in the past. For instance, today's teams are more diverse and dynamic, containing unique skill sets that bring new challenges and

opportunities. As a result, each project that requires teamwork can also serve as an opportunity for personal growth and professional development. Being digitally literate – or possessing the ability to use information and communication technologies – has become increasingly important in team settings, as technology dominates the workplace.

According to BusinessDictionary.com, teamwork is “the process of working collaboratively with a group of people in order to achieve a goal. Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.”

Teamwork is selfless. It focuses on the end goal. Teamwork runs on the concept that the whole is greater than the sum of its parts. It’s the classic “one plus one equals three” idea. Personalities and skillsets differ which can create personal conflict. When the entire team focuses on doing great work, however, the team members’ differences turn into strengths and goals are met and even exceeded.

When people collaborate, they work together toward a common goal. Thus, the foundation for teamwork is a common goal. If each team member has a different agenda, collaboration will be difficult, and it will become much harder to produce exceptional work and achieve goals.

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way (Montebella & Buzzotta, 2013; Salas et al., 2018). This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Basic requirements for effective teamwork are an adequate team size (Parker, 2018). The context is important, and team sizes can vary depending upon the objective. According to Chang, et al (2013), a team must include at least 2 or more members, and most teams range in size from 2 to 100. Sports teams generally have fixed sizes based upon set rules, and work teams may change in size depending upon the phase and complexity of the objective. To West (2012), teams need to be able to leverage resources to be productive (i.e. playing fields or meeting spaces, scheduled times for planning, guidance from coaches or supervisors, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose. To Wood & West (2014), teamwork is present in any context where a group of people are working together to achieve a common goal. These contexts include an industrial organization (formal work teams), athletics (sports teams), a school (classmates working on a project), and the healthcare system (operating room teams). In each of these settings, the level of teamwork and interdependence can vary from low (e.g. golf, track and field), to intermediate (e.g. baseball, football), to high (e.g. basketball, soccer), depending on the amount of communication, interaction, and collaboration present between team members. Team work coordinates the work as early as possible.

Spreitzer, *et al* (2017) opine that a high level of team trust between managers and employees leads to better communication and job satisfaction for both groups. People working in teams have higher levels of job satisfaction than a workforce working in traditional settings within the same company. Job satisfaction consists of intrinsic and extrinsic satisfaction. The aspects concerning challenge, achievement, and ability utilization are part of intrinsic satisfaction and it directly relates to job experience in work environment.

Extrinsic satisfaction is related to compensation (Liden *et al*; 2000). The leadership process therefore brings about an interaction between people and the job context, with attendant outcomes of trust, customer satisfaction and high quality products. It is necessary in an adaptive organization to engage employees through personal appeal, inspiration and motivational factors in order to move the organization towards a better position and the competitive edge. Leadership development depends on nurturing social relations among the individuals in a group, team, or organization (Doyle & Smith, 2006).

Spreitzer *et al* (2017) believe that the influence process of leadership in an organization involves a great deal of downward influence (top-down direction) between a leader and followers. In a review of thirteen different perspectives of leadership, it was noted that the roles of leadership can be seen as: "the focus of group processes, a personality attribute, the art of inducing compliance, the exercise of influence, a particular kind of act, a form of persuasion, a power relation, an instrument in the attainment of goals, an effect of interaction, a differentiated role, and as the initiation of structure".

Organizational survival

The term "survival" has many connotations that are subjective and objective. The most objective way to understand survival of organizations is to observe their continuing existence. This is problematic given the nature of mergers and acquisitions. A way of clarifying the matter is to employ a resource dependence approach. According to Shepphard (2015) an organization survives as long as it acquires inputs from suppliers and provides outputs to a given public (customers, clients, patients, etc.). The organization fails when coalitions of resource providers cannot be induced to supply resources and the firm cannot repay resource providers for past support. Survival of an organization depends on external and internal environments and continuity of its performance.

Therefore, from the perspective of the organization, formulating multidimensional constructs can help shed light on survival for organizations and help them recognize the existence of appropriate planning, adaptability to environmental changes in the organization, develop and sustain the organization. Employing a multidimensional construct, Dargahi et al (2012) assert that multidimensional construct can avail one with an insight on understanding the state of an organization. A construct whose indices are invisible or hidden variables that cannot be measured directly. A dimension is the concept used to describe a distinctive feature of the construct under study. In other words, they are invisible indices of the basic construct. A measure, or an indicator, consists of a small quantity of items through observation, interviews, or other acquisition, which can be quantified in terms of measurement tools several companies due to the lack of adaptation to environmental changes get out of the competition But, Dargahi, et al (2012) noted accordingly, the ability of businesses to identify factors affecting their survival and to respond them as fast as they can requires appropriate measures to ensure their survival. Despite the large number of incorporations entering the industry each year, a considerable number of different incorporations over the stages of the lifecycle (birth, growth, maturity, and etc.) get out of the market competition and experience organizational mortality.

Team work and Effectiveness

Teamwork is very important for a good output and good communication among staff in the company (Hersey et al, 2017). A team may be described as a group of individuals who come

together to achieve the same functions and goals to deliver outstanding services thereby leading to efficiency. Teamwork is the manner of operating collaboratively with a group of individuals as a way to achieve an objective. One of the lost links in organizations is teamwork. Many social theorists assess an organization's capability to develop coexistence and teamwork as one of the progress and success factors in achieving a high level of efficiency (Agarwal & Adjirackor, 2016; Diamantidis & Chatzoglou, 2019).

Hamilton et al. (2013), revealed the role teamwork on efficient improvement and concluded that the adoption of teamwork and the implementation of collaborative skills improved workers' efficiency by 14 percent on average, which are less valuable in individual production. In fact, when people collaborate together to perform a job and think and argue about it, a rich and comprehensive initial plan of the job is generated, and when the base of a job is inclusive and accurate, its productivity and enhancement are more visible (Bacon & Blyton, 2013; Melo, et al., 2013).. Therefore, it can be said that with the gathering and cooperation of individuals, strong ideas and strong opinions are generated (Khan & Mashikhi, 2017; Sanyal & Hisam, 2018). Karanja et al. (2018), examined the effects of teamwork on the performance of a water service regulatory board and showed that teamwork had a significant effect on the organization's performance.

Rajabali and Reuben (2019), conducted a study on the effect of teamwork development and organizational performance at the Tile and Carpet Centre (T & C) in Kenya. This study established and provided evidence that organizational success depends upon the interdependence recognized within teams and how vital it is for team members to understand their roles and work to achieve corporate goals, thus having a positive influence on organizational performance. Abuzid and Abbas (2017), demonstrated that there is a direct positive significance of the components of teamwork and their impact on organizational performance and also a positive relationship with organizational support and a team leader's readiness in making teams effective and eventually improving the organizational performance in a public service institution in the Kingdom of Saudi Arabia. For more information, see previous studies on the effect of teamwork on organizational performance (Austin, 2013; Ooko & Odundo, 2015).

Theoretical Framework

This study is hinged on Deming Process of Continuous Improvement (Kaizen) (Rich 1999: cited in Oliver, 2017

The fundamental process of continuous improvement, recognized by Dr. Deming, is hinged on the fact that managers and employees should unequivocally 'PLAN' the improvement of the production process such that main sources of disparity are targeted for control followed by the implementation (DO) of the selected solution. This level is expected to be followed by a phase of monitoring (CHECK) to make certain that the solution has created the desired improvements. The productive ideas are then spread across the business (ACT). Deming believes the spreading of this procedural feat from one business to another allows a second cycle to be achieved for the standardization of factory approaches and performance levels (Olivier, 2007: citing Rich, 1999:42). The Deming model, a representation of the Deming cycle for continuous improvement, is shown in the figure 2.1.

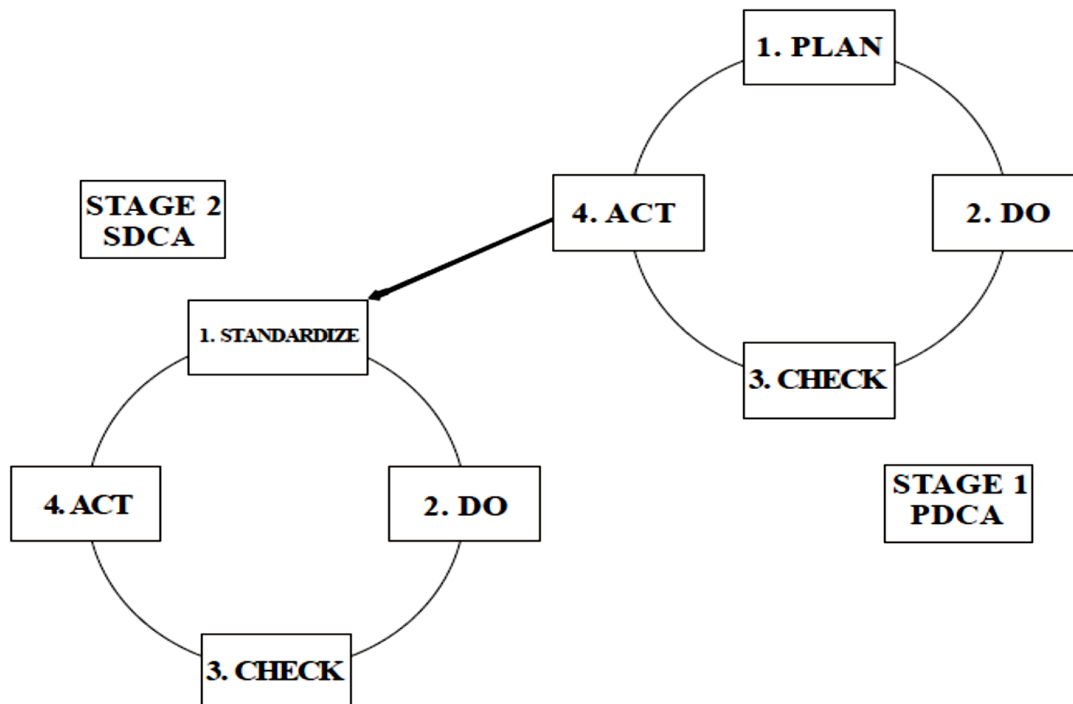


Figure 2.7 The Deming Cycle

Source: Rich 1999: cited in Oliver, 2007

Implication of Deming Theory to the study

It is important to note that continuous improvement principles are not complete and achievable without a well-crafted employee participation and involvement strategy in the workplace. Employee participation refers to a broad variety of policies, mechanisms, and practices that facilitate employee participation in decision-making, frequently at the level of the enterprise or workplace (Ito, *et al*; 2011; Kawakami, *et al*; 2014).

Koningsveld et al (2015), describe participatory ergonomics as the involvement of people in the planning and controlling of a considerable amount of their own work activities, with adequate knowledge and power to influence both processes and outcomes in order to achieve desirable goals. This definition is equally pertinent to the spread and use of participatory methods in workplace improvement.

Participatory methods are increasingly utilized in improving the ergonomic aspects of work and workplaces. The intrinsic worth of these methods is widely recognized as a means of promoting the initiative of employees and achieving workable solutions and productivity (Zalk, 2011). A notable merit is that participatory concepts contribute to the improvement of the workplace in their diverse conditions (Kawakami et al, 2014; De Jong & Vink, 2012; Koningsveld et al., 2015). De Jong and Vink (2012) indicate employee participation as a function of the continuous improvement (Kaizen) system. Hence, this theory is in consonant with the study under review.

Research Design

Descriptive survey research design is adopted for this study.

Population of the Study,

The target populations for this study have been all the personnel, comprising managers, directors, Accountants of selected companies in manufacturing firms in Rivers State. The population of study consists of the 1,200 registered operators of manufacturing firms in Port-Harcourt city.

Sample and Sampling Techniques

This study adopted the probability technique because it concerns a selection among a population. The sample size for the study was determined using Krejcie and Morgan (1970)

Method of Data Analysis

Pearson Product Moment Correlation Coefficient and Multiple Regression analysis were also adopted using Statistical Package for Social Sciences (SPSS) version 23.0. The Pearson's Product Moment Correlation Statistical Technique was used to test the null hypotheses on the relationship between Lean Kaizen Implementation and Survival of Manufacturing Firms. The regression analysis was also employed to determine the effects of the explanatory variables on the dependent variable.

Relationship between Teamwork and Survival

Table below shows the result of correlation matrix obtained for Loyalty and Organizational Citizenship Behaviour. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Correlation Matrix for Teamwork and Survival

| | | Income position | Wealth maximization | Balance Score card | Triple bottom line | |
|----------------|---------------|-------------------------|---------------------|--------------------|--------------------|--------|
| Spearman's rho | Teamwork | Correlation Coefficient | 1.000 | .926** | .969** | .828** |
| | | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | | N | 121 | 121 | 121 | 121 |
| | Efficiency | Correlation Coefficient | .926** | 1.000 | .968** | .882** |
| | | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | | N | 121 | 121 | 121 | 121 |
| | Productivity | Correlation Coefficient | .969** | .968** | 1.000 | .851** |
| | | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | | N | 121 | 121 | 121 | 121 |
| | Profitability | Correlation Coefficient | .828** | .882** | .851** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 | . |
| | | N | 121 | 121 | 121 | 121 |

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

SPSS 21.0 data Output, 2021

Table above illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for hypodissertation one, there is no significant relationship between teamwork and efficiency ($r = 0.926$, $p = 0.000 < 0.01$). Hypodissertation two, there is no significant relationship between teamwork and productivity ($r = 0.969$, $p = 0.000 < 0.01$). Hypodissertation three, there is no significant relationship between teamwork and profitability ($r = 0.828$, $p = 0.000 < 0.01$).

Therefore based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:

- i) There is a significant relationship between teamwork and efficiency of manufacturing firms in Port Harcourt, Rivers State.
- ii) There is a significant relationship between teamwork and productivity of manufacturing firms in Port Harcourt, Rivers State.
- iii) There is a significant relationship between teamwork and profitability of manufacturing firms in Port Harcourt, Rivers State.

Discussion of Findings

The major findings of the study were discussed below:

Relationship between Teamwork and Survival

Table above illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for hypodissertation one, there is no significant relationship between teamwork and efficiency ($r = 0.926$, $p = 0.000 < 0.01$). Hypodissertation two, there is no significant relationship between teamwork and productivity ($r = 0.969$, $p = 0.000 < 0.01$). Hypodissertation three, there is no significant relationship between teamwork and profitability ($r = 0.828$, $p = 0.000 < 0.01$). Hamilton et al. (2013), revealed the role teamwork on efficient improvement and concluded that the adoption of teamwork and the implementation of collaborative skills improved workers' efficiency by 14 percent on average, which are less valuable in individual production. In fact, when people collaborate together to perform a job and think and argue about it, a rich and comprehensive initial plan of the job is generated, and when the base of a job is inclusive and accurate, its productivity and enhancement are more visible (Bacon & Blyton, 2013; Melo, et al., 2013).. Therefore, it can be said that with the gathering and cooperation of individuals, strong ideas and strong opinions are generated (Khan & Mashikhi, 2017; Sanyal & Hisam, 2018). Karanja et al. (2018), examined the effects of teamwork on the performance of a water service regulatory board and showed that teamwork had a significant effect on the organization's performance.

CONCLUSIONS

Study revealed the role teamwork on efficient improvement and concluded that the adoption of teamwork and the implementation of collaborative skills improved workers' efficiency by 14 percent on average, which are less valuable in individual production. In fact, when people collaborate together to perform a job and think and argue about it, a rich and comprehensive initial plan of the job is generated, and when the base of a job is inclusive

and accurate, its productivity and enhancement are more visible.

RECOMMENDATIONS

From the foregoing conclusions, the following recommendations are suggested.

1. Organizational attainment of a competitive advantage, in the highly competitive global market, requires substantial attention. Organizations desiring to operate within the ambient of world-class continuous improvement strategy need, therefore, to adopt the lean/Kaizen principles of production and the ideas suggestions systems. The automotive companies are encouraged to pursue an awareness of and the up-to-date adoption of lean tools by enlightening the organizational echelon (from top management to the shop-floor staff) of the importance of the lean production system and its role in supporting the core business of the organization
2. The automotive components organizations should establish clear Kaizen suggestion objectives and communicate these to the workers and various departments or parties involved in production and service delivery. The objectives are necessary as a benchmark for all organizational activities
3. Well qualified and experienced Kaizen suggestion assessors/evaluators should be appointed to prepare evaluation plans, feedback/relay of assessments and administration of rewards for the organizations. The performance evaluation professionals should also help in drawing a sound performance evaluation policy and ensuring that funds are available for evaluation and reward exercises

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