


**DO LEADERSHIP STRUCTURE AND TEAM TRUST DRIVE ORGANISATIONAL PERFORMANCE? EMPIRICAL APPROACH**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 31 March 2023</p> <p><b>Accepted</b> 27 June 2023</p>	<p><b>Purpose:</b> Over the years, manufacturing firms have struggled to achieve maximum productivity because such organizations lack good leadership, work-team, and persons with the team leading skills to lead work-teams. The problem of leadership structure of work-teams in most Nigerian firms was the motivating factor for this research. Thus, the aim of this paper is to assess the effect of team trust and leadership structure on performance of manufacturing firms in Niger Delta Region of Nigeria.</p>
<p><b>Keywords:</b></p> <p>Team Work; Team Trust; Leadership Structure; Organizational Performance.</p>	<p><b>Theoretical Framework:</b> The theoretical framework is hinged on Self-Leadership Theory, which focused on participatory decision making, individual discretion and team work as important motivating factor and suggestions that will lead more committed employees who strive for greater efficiency and effectiveness.</p>
	<p><b>Design/Methods/Approach:</b> Two specific objectives are considered; the first being team trust and the other being leadership structure. Using a descriptive survey research design, 534 respondents in nine states in Nigeria were examined to obtain their perceptions.</p> <p><b>Findings:</b> The results of the analysis indicated that the performance of manufacturing firms is dependent on team-work. In other words, acceptable and planned team-building had direct relationship with performance of firms.</p> <p><b>Research, Practical and Social Implication:</b> The study shows that team trust and leadership structure are major drivers of organizational performance.</p> <p><b>Originality/Value:</b> The value of the study is vital to manufacturing firms such that top management are advised to create teams whereby members should create increased trust among themselves by communicating openly and avoiding activities purely out of self-interest and reciprocating help from team mates for better results in manufacturing industries.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i7.2546">https://doi.org/10.26668/businessreview/2023.v8i7.2546</a></p>

**A ESTRUTURA DE LIDERANÇA E A CONFIANÇA DA EQUIPE IMPULSIONA O DESEMPENHO ORGANIZACIONAL? ABORDAGEM EMPÍRICA**

**RESUMO**

**Objetivo:** Ao longo dos anos, as empresas de manufatura têm lutado para atingir o máximo de produtividade porque essas organizações carecem de boa liderança, equipe de trabalho e pessoas com habilidades de liderança de equipe para liderar equipes de trabalho. O problema da estrutura de liderança das equipes de trabalho na maioria das empresas nigerianas foi o fator motivador desta pesquisa. Assim, o objetivo deste artigo é avaliar o efeito da confiança da equipe e da estrutura de liderança no desempenho de empresas de manufatura na região do Delta do Níger, na Nigéria.

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**Estrutura teórica:** A estrutura teórica baseia-se na Teoria da Autoliderança, que se concentra na tomada de decisões participativas, na discrição individual e no trabalho em equipe como importantes fatores de motivação e sugestões que levarão a funcionários mais comprometidos que se esforçam para obter maior eficiência e eficácia.

**Projeto/Métodos/Abordagem:** Dois objetivos específicos são considerados; o primeiro é a confiança na equipe e o outro é a estrutura de liderança. Usando um projeto de pesquisa de levantamento descritivo, 534 entrevistados em nove estados da Nigéria foram examinados para obter suas percepções.

**Conclusões:** Os resultados da análise indicaram que o desempenho das empresas de manufatura depende do trabalho em equipe. Em outras palavras, a formação de equipes aceitável e planejada tem relação direta com o desempenho das empresas.

**Implicações para a pesquisa, práticas e sociais:** O estudo mostra que a confiança na equipe e a estrutura de liderança são os principais impulsionadores do desempenho organizacional.

**Originalidade/valor:** O valor do estudo é vital para as empresas de manufatura, de modo que a alta gerência é aconselhada a criar equipes em que os membros devem criar maior confiança entre si, comunicando-se abertamente, evitando atividades puramente por interesse próprio e retribuindo a ajuda dos colegas de equipe para obter melhores resultados nas indústrias de manufatura.

**Palavras-chave:** Trabalho em Equipe, Confiança na Equipe, Estrutura de Liderança, Desempenho Organizacional.

## ¿LA ESTRUCTURA DE LIDERAZGO Y LA CONFIANZA EN EL EQUIPO IMPULSAN EL RENDIMIENTO DE LA ORGANIZACIÓN? ENFOQUE EMPÍRICO

### RESUMEN

**Objetivo:** A lo largo de los años, las empresas manufactureras han luchado por alcanzar la máxima productividad debido a que estas organizaciones carecen de un buen liderazgo, de equipos de trabajo y de personas con aptitudes para dirigir equipos de trabajo. El problema de la estructura de liderazgo de los equipos de trabajo en la mayoría de las empresas nigerianas fue el factor que motivó esta investigación. Así pues, el objetivo de este trabajo es evaluar el efecto de la confianza en el equipo y la estructura de liderazgo en el rendimiento de las empresas manufactureras de la región del delta del Níger, en Nigeria.

**Marco teórico:** El marco teórico se basa en la Teoría del Autoliderazgo, que se centra en la toma de decisiones participativa, la discreción individual y el trabajo en equipo como importantes factores de motivación y señales que conducirán a empleados más comprometidos que se esfuerzan por lograr una mayor eficiencia y eficacia.

**Diseño/Métodos/Enfoque:** Se consideran dos objetivos específicos; el primero es la confianza en el equipo y el otro es la estructura de liderazgo. Utilizando un diseño de investigación de encuesta descriptiva, se examinaron las percepciones de 534 encuestados en nueve estados de Nigeria.

**Conclusiones:** los resultados del análisis indicaron que el rendimiento de las empresas manufactureras depende del trabajo en equipo. En otras palabras, una formación de equipos aceptable y planificada tiene relación directa con el rendimiento de la empresa.

**Implicaciones para la investigación, la práctica y la sociedad:** El estudio demuestra que la confianza en el equipo y la estructura de liderazgo son factores clave del rendimiento organizativo.

**Originalidad/valor:** El valor del estudio es vital para las empresas manufactureras, por lo que se aconseja a la alta dirección que cree equipos en los que sus miembros se inspiren mayor confianza entre sí, se comuniquen abiertamente, eviten las actividades puramente por interés propio y correspondan a la ayuda de sus compañeros para obtener mejores resultados en las industrias manufactureras.

**Palabras clave:** Trabajo en Equipo, Confianza en el Equipo, Estructura de Liderazgo, Rendimiento Organizativo.

### INTRODUCTION

A team-based structure has shown to be a method that can endure abrupt changes and simultaneously achieve equilibrium between the quality of life expectations of internal customers and those of external clients (Onoriode & Ibegbulem, 2023). Additionally, since customers usually compare the quality of a product or service they receive to their expectations

with what they actually receive, it is difficult for businesses to meet or even exceed their expectations (Abarina, Vijayalakshmi, & Andal, 2023). Once more, teams may be able to reflect directly on the customer's view about the organization service on the product's quality. A team that corporate enhances service delivery because all hands have to be on deck to enable the performance of each of the employee to improve (Ikon et al. 2018). When individuals with different ideas come together, it makes provision for different ideas within the organization. Onyekwelu (2015) asserts that team building involves a wide variety of activities presented to organizations and aimed at improving team performance.

However, a lot of studies showed little to no statistically significant evidence of positive productivity effects. The use of teamwork and labor productivity did not correlate in a study that connected the work organization of Flemish firms to various performance indicators (Onoriode & Ibegbulem, 2023), but there were positive correlations with team building and firms performance. Ichniowski, Shaw and Prensushi (2016) found that bundles of HRM practices had a significant impact on performance, but teamwork did not when considered in isolation. Glassop (2012) tried to measure the effect of self-managing work groups on profitability, but the results were inconclusive at the 5% significance level. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). Research study indicated that the good manager is the one who assigns the responsibilities to his/her employees in a form of group or team in order to take maximum output from employees (Ingram, 2017). According to another academic, it is possible to create a system of team building for employees within every firm in order to encourage and disseminate best practices and maximize productivity. A corporate team improves service delivery since all hands must be on deck to enable each employee's performance to increase (Onoriode, Oboreh & Abarika, 2023).

When individuals with different ideas come together, it makes provision for different ideas within the organization. Gibson and Gibbs (2016) involved in research on 56 design teams from the aviation industry to measure the relationship between the research team capabilities and their ability to innovate and found a negative correlation between team formation elements and innovation.

Every organization, no matter how big or small, strives to enhance its performance in order to succeed and preserve a respectable reputation in the current environment of organizational competition. Building a strong team is crucial to an organization's efficient operation. Teams-focused organizations have improved employee performance, productivity,

and problem-solving abilities at work (Onoriode & Samuel, 2022). But many organisation today is very far from this fact. Emphasis is no more laid on team building because of lack of team trust. Organisational goal cannot be achieved when there is lack of team trust. The concept of team trust appears when the members of a team believe in each other competence and occupational abilities. Trust among the team members comes when members of the team develop the confidence in each other's competence.

Another consequence of lack of team building in an organisation is the problem of lack of interdependence among workers. In team work, members work interdependently and work toward both personal and team goals and they understand these goals are accomplished best by mutual support. It is unfortunate that in organisations today especially manufacturing firms, workers don't depend on one another to achieve set goal. This has equally open doors for lack of commitment and competence in workplaces. Avoidance of accountability has also become a common feature in so many organisations. This limitation to team building has affected organisations negatively over the years. People don't want to choke as a result, they avoid team work.

Furthermore, Rodger and Mickan (2013) argue that positive relation exists between team building and organisational performance. Another study by Abu zid and Abbas (2017) also revealed that there was a positive significant relationship between team work and organizational performance. But the same study carried out by Ahmed (2015) on the relationship between team building and organisational performance shoed negative correlation between the dependent and independent variables. As a result, there was a divergent view from the authors on this subject matter. Therefore, the study wishes to carefully examine the effect of team trust and leadership structure of manufacturing firms in order to enhance better performance. Arising from the above, the following are the specific objectives of the study:

1. Examine effect of leadership structure on the performance of manufacturing firms.
2. Assess the extent to which team trust influences performance in manufacturing firms. To achieve these objectives, hypotheses were formulated and stated in null form as follows; leadership structure and team trust have no significant positive effect on the performance of manufacturing firms.

## LITERATURE REVIEW

### Team

In relatively few organizations has the impact and significance of teamwork been felt in the development of the organization toward changing cultural values, while change is still being slowly adopted in some other organizations as well. Teamwork stands for "Together everyone achieve miracle," according to the Pan African Liberation International Project (2004). To influence organizational culture and advance an organization's development permanently and sustainably, teamwork is essential.

Longman dictionary of contemporary English (LDCE) sees team as a group of people who have been chosen to work together to do a particular job. In other words, team work is when a group of people work effectively together. It is a group of persons working with a common purpose to achieve a common result. Infact, organisation without a common purpose cannot achieve a united goal. There will be different view, opinions and ideas that result to misunderstanding.

### Team Work

Teamwork is an integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organization member, challenges are equally faced and incremental improvements are sought continually (Fajana, 2002). To Katzenbach and Smith (2016) a team can be defined as a small number of people, with a set of performance goals, who have a commitment to common purpose and an approach for which they hold themselves mutually accountable. Team work is the process of working collaboratively with a group of people in order to achieve a goal. Team-building/teamwork is as old as mankind, and many organizations use the term teamwork in either one sense or the other, such as in production, marketing processes, etc. Management team, production team or an entire organization can be referred to as a team.

There is a growing consensus among scholars in the world that organizations may be getting works done through individuals, but the super achievement lies in the attainment of set goals through teams (teamwork). In this regard, team-building is a philosophy of job design that sees employees as members of interdependent teams rather than as individual workers. From the early 1980s team-based structures have been replacing the highly formalized, centralised and departmentalised mechanistic structures that were previously the norm in the work organizations. The use of teams has spread rapidly arising from the belief that

development of strong and effective production and managerial teams will lead to the potential for higher performance and increase job satisfaction (Fapohunda, 2013). Thus, compared to organizations that has traditional department on similar structures in their design, the organizations which are oriented at teamwork or other team building activities, can experience such benefits as the achievement of flexibility, the acceleration in decision making, task distribution and focusing on organizational goals as well as the increase in the motivation and synergy among team members (Isik, Timuroglu and Aliyev, 2015). Thus many view team-based, horizontal structures as the best design for involving all employees in creating business success (Fapohunda, 2013)

Moreover, Agarwal and Adjiracker (2016) describe teamwork as an idea of working together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service. Dianna (2006) affirms that teamwork is a form of collective work that might involve individual tasks, but usually involves some kind of collective task where each member is contributing part of a collectively written document that is supposed to reflect the collective wisdom of the group. Teamwork relies on discussion. Discussion occurs when each member shares their view, and is heard by the rest of the group. Discussion requires fairness so that each member's ideas are aired and shared in a balanced way.

### **Leadership Structure and Performance in Organizations**

Most teams, though not all, had leaders who guided them through the various stages of development and helped them accomplish their goals. In addition to dealing with individuals that cause issues, such as those who dominate talks, adopt unrealistic attitudes, or are so critical they hinder creativity, leaders help teams strike a balance between the duties of task facilitation and relationship-building. (Masianoga & Govender, 2023).

Their method of leadership is typically similar to that of a coach who (1) provides feedback to team members ("I like how you answer that customers question"); (2) express is a shared vision for the team ("let's see if we can make zero defects for the entire week"); and (3) supports team members ("tell me what resources you need to achieve our goal, and I will find them for you").

Some teams are led by supervisors or managers, who are expected to adjust their leadership structure to work effectively with a team composed of subordinates. Parallel teams and project teams are likely to have a manager or supervisor in the role of team leader. Other



teams, especially self-managed teams, may have leaders selected from the ranks. This "lead employee" may be selected by peers or by management. Some teams are "leaderless", generally those composed of highly motivated and experienced employees. In a sense, all team members are leaders on a leaderless team. A team leader can positively influence the processes and outcomes by (a) communicate with team members. Effective team leaders are good communicators. They include the entire team in the communication loop by letting team members know what other managers want them to know. Listen to the concerns of the team members as well as, and communicate their ideas or comments to higher-level managers who can respond to this concerns by making changes. Facilitate good feedback and participation from all team members so that effective team decisions can be made; and (b) sharing power with the team. Effective team leaders embraced the concept of teamwork in deeds as well as words. Share the power, information, and responsibility with the team members. Have faith in their decisions, even when they might not be the ones you would have made (Daft, 2009).

The team leader, however, holds a crucial position inside the group and is responsible for organizing the team so that everyone may get clear instructions and work responsibly. The team leader must be able to put each team member's abilities to use so that each member may contribute uniquely to the teamwork being done. The main components of success are the leader's belief in the team members and utilizing their abilities (Ahmed, Munir & Miranti, 2023).

### **Team Trust and Performance in Organizations**

When team members have faith in one another's skills and proficiencies, the concept of team trust emerges. Thus, the development of trust among team members results from their growing confidence in one another's abilities. According to one study's findings (Edem, Ferda, Ozen, and Janset, 2003), trust among team members fosters the development of individuals' special talents and coordination. Team members are mutually accountable. If one member makes a serious error, it reflects in the performance and reputation of all team members. Trust is the willingness of one person to increase his or her vulnerability to the actions of another person whose behaviour he or she cannot control.

All teams require trust between team members, but the self-managed team requires the highest degree of trust. When trust is present, there is a much greater likelihood that team members will co-operate to complete critical tasks. Trust can be created among team members by:

1. **Communicating Openly.** At team meetings and face-to-face conversations, strive to be open and honest. Share thoughts and feelings with team members when they relate to the business of the team.
2. **Sharing Credit with Others.** Do not take credit for more than your fair share of the team's success, and be generous with praise and recognition for the contributions of other team members.
3. **Reciprocating help from Teammates.** Look for ways to help teammates, and reciprocate goodwill so that teammates feel that their efforts are appreciated.
4. **Avoiding Activity Purely out of Self-interest.** Find ways to align your needs with the interest of the team and other team members.

Nevertheless, there are many definitions of the word trust in the organization settings. Indeed, exhibition of mutual understanding of the team members for sharing of information and accepting the limitations of other team members as well. Level of trust can be increased or decreased with the conduct of one member in the team. Highest level of internal communication by the members and adapting to the predefined well-known and established channels of communication increase trust on each other.

Based on the study conducted on team-building and organizational performance, Rodger and Mickan (2013) concluded that there is a positive relationship between team trust and team/organizational performance. Trust generates the behavioural basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of the organization. Organizations should transform the trustworthy behaviour for measurement into performance appraisal system to promote organizational values (Erden et al., 2003).

### **Organizational Performance**

Organizational performance is based on the fundamental capacity to accomplish its goals effectively and efficiently using available resources of the organization (Grody, Harmantzis and Kaple, 2005). Onoriode and Ibegbulem (2023) assert that achieving organizational goals and objectives are functional to changes in financial markets that need adjustment in order to operate within the taste of time. The material and source that is made available within any point in time is very crucial to the success of every organizational performance, irrespective of the type of expertise that the organization possesses. This is also



connected to the type of structure that is in place. Organizational structure and culture over the years has explained the output of the firm. The cultures of organization which project the practice of the organization affect the organization's performance either positively or negatively.

Ricardo and Wade (2013) stated that the success of an organization is based on high return on equity and which becomes possible due to the establishment of good employee performance and management system. Performance concentrates on how well and badly a job is done by individuals, groups and organizations and also presents the amount of effort exerted on a given assignment. Andrew (2001) further states that organizational performance is not a new element, and has the thought of divergent and inconsistent ideas among academics, industrialists as well as public institutions. In fact, whether an organization is growing or not, its success always determines its performance both in private and public sectors. According to Barney (2012), the idea of organizational performance is focused on the position of the human, physical and capital resources combined to achieve certain objectives as the aim.

Armstrong and Baron (2016) maintain that organizational performance requires team work before goal are achieve, whether an entrepreneur might be skilful, he must learn to cooperate with his employees in proper risk management based on uncertainties that are involved in business environment for effective performance. Furthermore, organizational performance is understood to be how managers manage the available resources of the organization effectively in order to achieve set goals of the organization. Manufacturing firms today remain in a place for decades because they refuse to welcome ideas that bring success through team work.

## **THEORETICAL FRAMEWORK**

This work is guided by the Self-Leadership Theory by Manz and Sims (1980). This theory was propounded by Manz and Sims (1980) and was reviewed in 1996 by the same author. Self-Leadership theory focused on participatory decision making, individual discretion and team work as important motivating factor and suggest this will lead more committed employees who strive for greater efficiency and effectiveness.

Individual conviction to be involved in team work is critical and essential to the success of every organization. Team building starts from individual readiness and willingness which equally encourage others to be involved. The theorists see the need for individual to be prepared to join force with others to achieve success. Result achieved by an individual is not comparable

with that which is achieved a team which make provision for different ideas to come to play. The theory also supports employee participatory reasoning in every setting and the development of such individual for better performance.

Self-Leadership theory empowers employees to improve in their performances in the organization through participatory exercise. More so, improved communication and making the workplace more enjoyable is equally enhanced through participatory leadership style that leads to improved team productivity. The application and implication of this theory to the manufacturing firm is to improve performance, efficiency, effectiveness and productivity.

## **EMPIRICAL REVIEW**

Ikon, Onwuchekwa and Okolie-Osemene (2018) examined team work and employee performance in selected breweries in South-East Nigeria, while the study specifically ascertained the relationship between harmonization and service delivery of the selected breweries in South-East Nigeria. The study used descriptive survey design with a sample of 262 respectively, Pearson product moment correlation and SPSS Version 22 were used to test the hypotheses at 0.05 level of significance. The study revealed that when there is harmony among the employees of an organization, there is always cohesion, trust, commitment and understanding of team dynamics, thereby improving service delivery of employees of the selected breweries.

Ahmed (2015) carried out a study on the effect of teamwork on the performance of SMEs in the northern part of the country to ascertain its implication on business expansion, selected 120 business enterprises was used for the study. Questionnaire was administered to the respondents accordingly and data was also analysed with aid of chi-square tools. It was statistically revealed that negative relationship exists between the variables. There was an insignificant correlation.

Joanna (2012) investigates the important issues of connection between manager trust, organizational team trust and organizational performance. The research connected with this topic was done in Polish enterprises from Mazovia Province. This work was supported by Ministry of Science and Higher Education in Poland. Article is connected with realisation of research project entitled "Orientation on Trust and Organizational Performance". The analysis shows that the approach to measure manager's trust, organizational trust and organizational performance. Author checked the correlation between the level of trust and organizational performance, which was positive.

Ferda, Janset and Nurray (2003) carried out study on team trust and performance in Turkey. The study reported in this paper sought to investigate the relationship between the level of trust between members of a work team and the performance of the team. The study involves 148 members of 28 teams across four organizations. It suggest that though there is a relationship between team trust and performance (which was found to be particularly strong within two of the organization) there are other factors at play that suggest a number of factors which require further investigation.

Ann, Nwankwere, Orga and Igwu (2015) investigated the impact of leadership structure on organizational performance. The study was conducted using survey approach. The geographical scope of the study was Innoson Limited and Etisalat Enugu regional office. Primary and secondary sources of data were utilized in the study. 80 copies of questionnaires were administered to the respondents and 78 were completed and returned. Simple percentage (%), chi-square and correlation were used for the analysis of data. The findings revealed that decentralization enhanced better and more informed decision making in technical and service firms in Nigeria. The exercise affected staff productivity positively and negatively.

Nwaosu, Agbaeze and Obi-Anike (2017) examined the relevance of structure to manufacturing industry in Nigeria. The study adopted a survey design. Three (3) organizations were studied – A’C Drug Ltd, NEMEL Pharmaceutical Ltd and Juhel Pharmaceutical Company Ltd with a population of 468. The sample was determined using Cochram (1963) formula with a sample size of 297. The study relied on both primary and secondary sources of data. Material and information was sourced from the Human Resource Departments of the firms and Journal articles including textbooks and student’s project reports. The methods used for data analysis are mean, standard deviation, simple linear regression and correlation coefficient. The study found that structure significantly affects organizational performance.

Carson, Tesluk and Marrone (2016) empirically examined and measured the relationship between the participatory leadership of team members and Performance of teams in Dalas University and 59 consultant teams were involved and found a positive relationship between the two. Chi, Chung and Tsai (2011) in China investigated the impact of transformational leadership behaviour on team performance and concluded that transformational leadership behaviour not only enhance performance of the team, but indirectly lead to improve the functioning of the team.

Poel, Stoker and Zee (2014) studied the extent of leadership effectiveness in 34 project work teams in Australia with regards to organizational tenure diversity and concluded that

transformational leadership was linked to the existence of organizational commitment, creative behaviour and job satisfaction, but only in those project work teams which had organizational diversity. Whereas, participating leadership did not have any impact on the team creativity or team performance or the team conflict in the presence of organizational tenure diversity. Abuzid and Abbas (2017) study the impact of teamwork effectiveness on organizational performance: A study of Saudi Arabian Government Department Work Teams and found that there is a direct positive relationship between the team leadership/team leader readiness and the level of performance of the work teams. A team that corporate enhances service delivery because all hands have to be on deck to enable the performance of each of the employee to improve (Ikon et al. 2018). When individuals with different ideas come together, it makes provision for different ideas within the organization. Onyekwelu (2015) asserts that team building involves a wide variety of activities presented to organizations and aimed at improving team performance.

## **MATERIAL AND METHODOLOGY**

The study utilized descriptive survey design because it required data collection so that questions regarding the current status of the subject of the study can be answered. The population was 4,885 consists of employees with minimum working experience of three years who are permanent staff in manufacturing industries in Niger Delta Region of Nigeria. To make the selection reasonable, stratified random technique was employed to group the population into strata or subgroups-Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers State. Sample size of 534 was derived using National Education Association (NEA) formula. Well structured questionnaire was used for data collection. 366 copies of questionnaire were distributed by the researchers and research assistants. The essence of research assistants is to make the coverage of the area under study easier. The questionnaire was retrieved one week after necessary responses to the questionnaire and 510 (95.7%) copies were returned and found valid for analysis. Correlation coefficient was used for the analysis using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Science (SPSS) version 23.

## RESULTS AND DISCUSSION

### Test of Hypothesis

The hypotheses were tested by simple regression analysis through the use of SPSS computer package Version 23.

### Hypothesis One

Ho: There is no strong positive relationship between leadership structure and performance in the organizations under study

Hi: There is a strong positive relationship between leadership structure and performance in the organizations under study

Table 1: Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.935 <sup>a</sup>	.873	.873	.51439	.080

a. Predictors: (Constant), Leadership/Structure

b. Dependent Variable: Operational/Quality performance

Source: Compiled by Researcher, 2023

Table 2: ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	835.335	1	835.335	3156.979	.000 <sup>b</sup>
	Residual	121.187	458	.265		
	Total	956.522	459			

a. Dependent Variable: Operational/Quality performance

b. Predictors: (Constant), Leadership/Structure

Source: Compiled by Researcher, 2023

Table 3: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.696	.052		-13.324	.000
	Leadership/Structure	.976	.017	.935	56.187	.000

a. Dependent Variable: Operational/Quality performance

Source: Compiled by Researcher, 2023

R = 0.935  
 R<sup>2</sup> = 0.873  
 F = 3156.979  
 T = 56.187  
 DW = 0.080

**Interpretation:** The regression sum of squares (835.335) is greater than the residual sum of squares (121.187), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. The correlation coefficient of R which has a value of 0.935 indicates that there is a strong positive relationship between leadership and structure; and Performance (operational/quality performance). R square, the coefficient of determination, shows that 0.87.3% of the variation in operational/quality performance is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .51439. The Durbin Watson statistics of 0.080, which is not more than 2, indicates there is no autocorrelation. The leadership/structure coefficient of 0.935 indicates a positive significance between leadership/structure and performance (operational/quality performance), which is statistically significant (with  $t = 56.187$ ). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus leadership structure positively influences performance (operational/quality performance) in the organisations under study.

## Hypothesis Two

Ho: Team Trust not positively influence performance in the organizations under study

Hi: Team Trust positively influences performance in the organizations under study

Table 4: Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.627 <sup>a</sup>	.393	.392	.03514	.143

a. Predictors: (Constant), Team Trust

b. Dependent Variable: Performance (Behavioural/Attitudinal Outcomes)

Source: Compiled by Researcher, 2023

R = 0.627  
 R<sup>2</sup> = 0.393  
 F = 296.529  
 T = 17.220  
 DW = 0.143

**Interpretation:** The regression sum of squares (317.735) is less than the residual sum of squares (490.752), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. R, the correlation



coefficient which has a value of 0.627, indicates that team trust positively influences performance (Behavioural/Attitudinal Outcomes). R square, the coefficient of determination, shows that 39.3% of the variation in performance is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .03514. The Durbin Watson statistics of 0.080, which is not more than 2, indicates there is no autocorrelation. The team trust coefficient of 0.627 indicates a positive significance between team trust and performance, which is statistically significant (with  $t = 17.220$ ). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus team trust positively influence performance in the organisations under study.

## DISCUSSION OF RESULTS

The test of hypothesis one revealed that there is a strong positive relationship between leadership structure and performance in the manufacturing firms under study. This finding appears consistent with the views of Abuzid and Abbas (2017) that there is a directive relationship between the team leadership (i.e., team leader readiness) and the level of performance of the work teams/the organization. It has also found powerful research and intellectual support in Ann et al. (2015) assertion that the team leader's leadership style (transformational, transactional, or ambidextrous) is critical to team level learning and performance.

The test of hypothesis two using simple regression analysis showed that team trust positively influence performance in the organizations under study. The team trust coefficient of 0.627 indicated a positive significance between team trust and performance, which is statistically significant (with  $t = 17.220$ ). This finding appears consistent with Rodger and Mickan (2013) assertion that there is a positive relationship between team trust and team/organizational performance. Ahmed (2015) also lends credence to this finding by stating that high performance teams within the organization exist when there is cooperation and unity exists (team trust) between members.

## CONCLUSION

This work has specifically addressed team building and organizational performance in manufacturing firms in the South- South of Nigeria, with particular reference to thirty selected manufacturing firms in the South–South. Leadership structure has been proved in this study to positively influence performance. The study also revealed that team trust positively influences

performance in the organization under study, and that there is a strong positive relationship between commitment and performance in the organizations under study. The study further revealed that performance appraisal and rewards positively influence performance in the organizations under study, and that closed – looped communication positively influence performance in the organization under study. Moreover, the study observes that team training positively influence performance in the organizations under study. Based on the findings, it was recommended that after team works exercises, which include the use of team leadership and structure, there are likely chances that people will go back to their old ways of doing things once they go back to the office. It is therefore advised that teams should need top management support and effective leadership structure to build their strength gradually to change deep-rooted systems effectively. Moreover, team leaders should endeavour to facilitate good feedback and participation from all team members so that effective team decisions can be made. Top management of manufacturing firms are advised to create teams whereby members should endeavour to create increased trust among themselves by communicating openly, sharing credit with others, reciprocating help from teammates, and avoiding activity purely out of self-interest.

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