
Team Development and Organizational Performance of Deposit Money Banks in Port Harcourt, Rivers State

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Abstract: *This study investigated the relationship between team development and organizational performance of Deposit Money Banks in Port Harcourt, Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated using structured questionnaire administered to 80 respondents (sample size) from a population size of 90 employees in the regional office of the banks. These comprised of the Managers and Assistant managers from the deposit money banks in Port Harcourt. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between team development and organizational performance of Deposit Money Banks in Port Harcourt, Rivers State. The study concludes that team development is critical for organizational performance of Deposit Money Banks in Port Harcourt. The study recommends that management of Deposit Money Banks should formulate and adopt policies that support team efforts inside the organization because in this way overall organizational productivity and effectiveness can be enhanced. Team work and development activities are highly recommended for improved performance.*

Keywords: *Team, Development, Organizational Productivity, Efficiency and Effectiveness*

INTRODUCTION

Banking organizations comprise of individuals who come to the work place with a view to providing services in return for commensurate reward. Those individuals do believe that work will enable them have these things they need which they cannot provide for themselves. Another set of people that make up organization are managers known as management. These are individuals who are entrusted with the responsibility of running the organization with a view to achieving profit for the owners. Therefore, the owners of organizations hold management accountable for the operations of their organization (Saale, 2003).

Organizations therefore embody management and employees who work together towards the attainment of corporate goals. While the pursuit of corporate goals is underlying, each of the groups strive to maximize their personal needs. Under normal circumstances, the relationship between these two groups is supposed to be in constant harmony. Ironically, this will mean a state of lack of innovation and stagnation. The performance of any organization is dependent on the workforce and management. However, the desire to achieve this goals is predominated by several factors which most times are beyond has been one of the most important objectives for

several organizations. For instance, higher performance leads to favorable economic growth, large profitability and better social progress (Sharma & Sharma, 2014). In the quest to achieve the organizational goals, employees who are more productive can obtain better wages/ salaries, better working conditions, and favorable employment opportunities. Moreover, higher performance tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Wright, 2004). All of these benefits have made organizational performance worthy of attention. It is important to note that performance is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services. However, managers of organization face challenges from various sectors in the economy, business environment and the human resources in the organization.

Friedman (2012) identified that the most difficult assets which managers faces in today's contemporary organization is employees. He sees the employees as those who have diverse views and aspirations in the organization and in the desire to achieve them, they form groups and teams which are not always formal (Handy, 2000). Stein (2012) opined that teams are developed out of groups which exist in the organization in an informal setting. In the quest of these groups to achieve their group aims and objectives, they are developed in teams which impacts most times affect the organizations performance. Greatman (2013) identified that the teams provides strategies that enhances easy communication among their members and makes them cohesive to the decisions of the organization which relatively affect the efficiency and effectiveness of the organization.

Statement of the Problem

The success or failure of business organizations depends to some extents on the human resources approaches put in place by the organization on managing the interest of employees and subordinates towards their conflicting interest with the organization. It is necessary that management provide strategies and means that will accommodate groups and teams in its organizational activities to enhance performance. The inability of management to recognize the existence of this groups and teams in the organization has created several problems like disloyalty of workers, lack of commitment and conflict among employers and subordinates in the workplace. Every organization, either large or small, struggles to acquire productivity so as to achieve success and maintain a valuable image in this present world of organizational competitions and it is the wish of organizations to see the input they use (resources) and the output (goods and services produced) they have at the end. Organizations in balancing this position have provided avenue to ensure that the effectiveness of teamwork lies on certain performance inputs of employees working as a group; good communication,. Based on this prevailing conditions, there is need to further examine the influence of team development strategy and organizational productivity using good communication as its dimension.

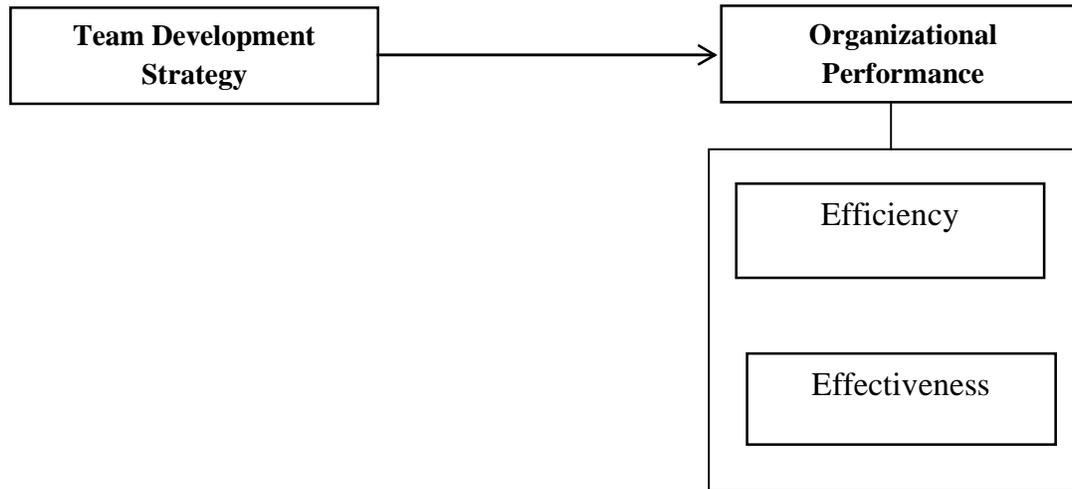


Figure 1.1: Conceptual framework of team development communication strategy and organization performance.

Research Questions

This study provided answers to the following research questions:

- i. What is the relationship between team development and efficiency of Deposit Money banks in Port Harcourt?
- ii. What is the relationship between team development and effectiveness of Deposit Money banks in Port Harcourt?

Research Hypotheses

The following provisional hypotheses are provided by the researcher in line with the objectives and research questions as guide to the study.

- H₀₁: There is no significant relationship between team development and efficiency of Deposit Money Banks in Port Harcourt.
- H₀₂: There is no significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt.

LITERATURE REVIEW

Team Development

Amah & Gabriel (2017) defined team as a group of people who work intensely together to achieve a specific common goal, a group of people with different skills and different tasks, who work together on a common project, service, or goal, with a meshing of functions and mutual support. A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals. A team is a group of people who work interdependently to solve problems or accomplish tasks for which they were setup for. Teamwork is one of the most important ways of employee involvement. Teamwork is an effective way of reducing organizational hierarchy and bringing diverse level of knowledge from employees of same or different level to help an organization generate needful diverse knowledge.

Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013). Teams depend on the performance of individual members to do great works. Team performance depends on individual member's effort and collective work products (Earley, 1993).

Baridam (2002) opines that work teams are powerful forces in organizational context, because their interactions and association can create difference between success and failure in achieving objectives. He further explained that if work teams are supportive, they will aid management to achieve set objectives with least amount of resistance. On the other hand, if work teams are hostile or if informal leaders of the work teams and the officially assigned foremen or managers are rivals for the loyalty of the work teams, problems are likely to arise, (Baridam, 2002). The implication here, for managers of organization if they must achieve their desired organizational productivity is that they should be constructive and objective in handling both work teams and their leaders officially assigned foremen in their organizations.

Pigors & Myers (2005) assert that by teamwork it implies the easily synchronized and effectively coordinated action that is characteristic of a strongly joint action group. He pointed out that the requisites for teamwork are shared objectives, which every team member has strong commitment to, a relatively small number of persons, to allow common understanding among all members; ability of every member to contribute to the common goal; nearness and recurrent opportunities for informal one on one communication to enable all members keep track of one another's changing per personalities and cumulative knowledge and be capable to plan and as well assess.

Concept of Organizational Performance

Organizational performance according to Daft (2011) is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft, Richardo (2007) defined organizational performance as the ability of the organization to achieve its goals and objectives. Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. Hefferman and Flood (2010) stated that as a concept in modern management, organizational performance 'suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of management. Ricardo (2012) argued that performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Hence, from the above literature review, the term performance should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Ricardo, 2007).

Organizations performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an organization's performance (Nwachukwu, 2009). Ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of an organization's beneficial impact on a target group.

According to (Olaniyi, 2011) organizational performance is assessed in order to improve the organization's performance. This according to him is a helpful procedure as, by conducting

regular assessments of the recent performance of the company, the organization can be aware of the growth of the company towards the goal of the organization. The main aim behind the improvement of an organizational performance is to be assured that the company designs its processes well. It is also required by the organization to be able to monitor, analyze and enhance its performance, to be able to improve outcomes, systematically. It includes the measurement of the functioning of processes that are important for the organization. It also measures the services and the changes that have been identified and indicated, to enhance the overall organization & performance (Anele, 2004). It incorporates various methods, within its strategies. A number of major movements and methods can be used to increase the organizational performance. Any or all of these movements or approaches can help in the improvement of the organizational performance. Yet, the success of these approaches depends on their comprehensive implementations. They would prove to be helpful only if their focus remains on the results of the organization. One among these important approaches is knowledge management. This procedure focuses on the management and collection of critical knowledge in a company, in order to increase the capacity of the company, and thus achieve the desired results. It is often inclusive of an extensive use of computers.

Efficiency as a Measure of Organizational Performance

Efficiency in general describes the extent to which time or effort is well used by an organization for intended task or purpose Baridam (2006). It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense or unnecessary effort. Efficiency has widely varying meanings in different disciplines (Onuoha, 2011). According to Onuoha (2011) organizations must be able not only to provide exceptional services but also to provide them within an appropriate cost structure. Performance is increasingly judged by the efficiency of the organization (for example, the cost per service, the number of outputs per employee, the number of outputs per person per year, the average value of grants per person). Whatever the overall size of the unit, performing organizations are viewed as those that provide good value for the money in both quantitative and qualitative terms. Note that the term efficient is very much confused and misused with the term effective. In general, efficiency is a measurable concept, quantitatively determined by the ratio of output to input. Compare to effectiveness, which is a vague, non-quantitative concept, mainly concerned with achieving objectives Adeyeye, (2008).

In several of these cases, efficiency can according to Adeyeye, be expressed as percentage of what ideally could be expected, hence with 100% as ideal case. This does not always apply, not when in all cases where efficiency can be assigned a numerical value, e.g. Lot for specific impulse. An organization can be efficient in the use of its human, financial and physical resources, when staff members are used by the organization to the best of their abilities; maximal use is made of physical facilities, funding's and equipment etc. Optimal use is made of financial resources, the administrative system provides good value for cost, high-quality administrative systems are in place (financial, human resources, program, strategy, etc.) to support the efficiency of the organization, and benchmark, and comparisons are made of the progress achieved in the organization. More so, these factors indicate the efficiency of an organization; coster program, cost per client served, cost-benefit of programs, output per staff employee absenteeism and turnover rates, program-completion rates, overhead total program

cost frequency of system breakdowns and timeliness of service delivery.

Many companies' returns are under pressure, this makes it important that employee carryout the correct tasks (effective) in the right way (efficient). By working efficiently, more can be produced with the same amount of input (resources) Mitchell, (2008), achieving more for lower costs, a higher return and less pressure (Taylor, 2010; Cronin, 2012 & Mangold, 2013). Efficiency means doing things in the right way. Two sorts of efficiency are often referred to namely; static efficiency and dynamic efficiency. Static efficiency relates to refining existing products, processes or opportunities as well as making improvements within existing conditions. While dynamic efficiency refers to the continuous development of new products, processes or opportunities so that profitability improves (Onuoha, 2006).

Effectiveness as a Measure of Organizational Performance

Effectiveness refers to how effective an organization is with respect to cost of operation in achieving the outcome that it intend to produce. The idea of organization and effectiveness is especially important for non-profit organizations as most people who donate money to nonprofit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals. According to Ibanichuka (2012), the degrees to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and whereas efficiency means doing the thing right, effectiveness means doing the right thing.

According to Richard and Morgan (2009), organization effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relates to consideration that are broader than those simply associated with economic valuation (either by shareholders, managers or customers), such as corporate social responsibility. Organization effectiveness is also dependent on its communicative competence and ethics. The relationships between these three are simultaneous. Ethics is a foundation found within organizational effectiveness. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals. Organizational effectiveness is an abstract concept and is basically impossible to measure. Instead of measuring organizational effectiveness, the organization determines proxy measures which will be used to represent effectiveness. Proxy measures used may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies. The term organizational effectiveness is often used interchangeably with organizational development, especially when used as the name of a department or a part of the human resources function within an organization.

Team Development and Organizational Performance

In this age of increased competition, managers are familiar with the impact of teamwork now than they knew before. Teams can upgrade the productivity of individuals through collaboration. Employees who are operational in teams become the standard for the organization (Alie, *et al.*, 1998). It is the means of improving man-power utilization and potentially raising performance of individuals. With help from upper level management, an employee works confidently in team and increases productivity of the organization. In this era, in the new business world, managers

are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that an employee working within a team can produce more output as compared to an individual (Jones, Richard, Paul, Sloane & Peter, 2007). According to Bailey (1999) an employee team is a group of persons who are dependent in the activities they play and who share responsibility for the outcomes. Team's enables people to work together, improving personal skills and provide constructive feedback without any interference between individuals (Jones *et al.*, 2007). Teamwork is a lubricant to smoothen the running of an organization.

METHODOLOGY

As a quasi-experimental study, the cross-sectional survey design was adopted. The data for the study was generated using structured questionnaire administered to 80 respondents (sample size) from a population size of 90 employees in the regional office of Deposit Money Banks in Port Harcourt. These comprises of the Managers and Assistant managers from the 18 deposit money banks in Port Harcourt. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Result of Communication and Efficiency

		Team Develop ment	Efficiency
Team Development	Correlation Coefficient	1.000	.744**
	Sig. (2-tailed)	.	.000
	N	80	80
Efficiency	Correlation Coefficient	.744**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

Source: SPSS Output

Ho₁: There is no significant relationship between team development and efficiency of Deposit Money Banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between team development and efficiency. The *rho* value 0.744 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby

rejected and the alternate upheld. Thus, there is a significant relationship between team development and efficiency of Deposit Money Banks in Port Harcourt.

Table 2: Correlation Result of Communication and Effectiveness

		Team Development	Effectiveness
Team Development	Correlation Coefficient	1.000	.857**
	Sig. (2-tailed)	.	.000
	N	80	80
Effectiveness	Correlation Coefficient	.857**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

Ho₂: There is no significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between team development and efficiency. The rho value 0.857 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt.

DISCUSSION OF FINDINGS

The study finding revealed that there is a significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt. This finding agrees with Alie *et al.*, (1998) that teams can upgrade the productivity of individuals through collaboration. Employees who are operational in teams become the standard for the organization. It is the means of improving man-power utilization and potentially raising performance of individuals. With help from upper level management, an employee works confidently in team and increases productivity of the organization. In this era, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that an employee working within a team can produce more output as compared to an individual (Jones, Richard, Paul, Sloane & Peter, 2007). According to Bailey (1999) an employee team is a group of persons who are dependent in the activities they play and who share responsibility for the outcomes. Team’s enables people to work together, improving personal skills and provide constructive feedback without any interference between individuals (Jones *et al.*, 2007). Teamwork is a lubricant to smoothen the running of an organization.

CONCLUSION AND RECOMMENDATIONS

The study based on the empirical findings concludes that team development significantly impacts on the organizational performance of Deposit Money Banks in Port Harcourt. Thus, the study asserts that team development strategy dimensions such as communication significantly influence organizational performance and thereby explain the manifestations of efficiency and effectiveness in the banks.

The study recommends that management of Deposit Money Banks should formulate and adopt policies that support team efforts inside the organization because in this way overall organizational productivity and effectiveness can be enhanced. Team work and development activities are highly recommended for improved performance.

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