



EFFECT OF TEAM-BUILDING ON SUSTAINABILITY OF SMALL AND MEDIUM ENTERPRISES (SMES) IN ANAMBRA STATE, NIGERIA

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Abstract: This study examines the effect of team-building on sustainability of small and medium enterprises (SMEs) in Anambra State, Nigeria. The study targeted a population of 1,220 employees across ten registered SMEs in the state. A sample size of 234 respondents was determined using the Borg & Gall formula, ensuring fair representation across various management levels. Data were collected using structured questionnaires and analyzed with SPSS version 23. The research focused on three key team-building variables: team trust, team training, and team creativity, and their impact on environmental and economic sustainability. Findings revealed that team trust significantly influences environmental sustainability, with an R^2 value of 0.456, indicating that 45.6% of the variation is explained by this factor ($\beta = 0.675$, $p < 0.001$). Similarly, team training showed a strong positive influence on environmental sustainability, explaining 50.7% of the variation ($R^2 = 0.507$, $\beta = 0.712$, $p < 0.001$). Team creativity demonstrated a significant effect on economic sustainability, accounting for 47.4% of the variation ($R^2 = 0.474$, $\beta = 0.689$, $p < 0.001$). These results highlight the critical role of team trust, training, and creativity in achieving sustainability. The study concludes that fostering trust, investing in skill development, and encouraging creativity within teams significantly contribute to the environmental and economic sustainability of SMEs. Recommendations include enhancing team trust through policies promoting transparency, implementing regular training programs, and fostering innovation to drive competitive advantage.

Keywords: *Team Trust, Team Training, Team Creativity, Environmental Sustainability, Economic Sustainability, SMEs, Anambra State, Nigeria.*

Background of the Study

The sustainability of Small and Medium Enterprises (SMEs) in Nigeria has been a subject of significant interest, particularly in the face of economic challenges, technological advancement, and an increasingly competitive business environment. SMEs are critical drivers of economic development, contributing to employment generation, poverty alleviation, and industrialization. In Anambra State, Nigeria, SMEs form a substantial part of the business landscape, with many entrepreneurial ventures striving to grow and remain competitive. However, maintaining long-term sustainability in the face of diverse challenges has proven difficult for many SMEs, prompting the exploration of factors that can enhance their survival and growth (Nwankwo & Opara, 2021). One such factor is team building, which has been identified as a key driver of organizational success, influencing various dimensions such as performance, innovation, and employee engagement.

Team building is widely regarded as an essential organizational process aimed at fostering collaboration, enhancing communication, and promoting mutual understanding among employees. Research has shown that team-building activities play a pivotal role in improving team dynamics, which directly influences organizational outcomes (Okafor & Ogbulu, 2022). Effective team building has been linked to increased motivation, productivity, and employee retention, all of which are critical for the sustainability of SMEs. In the context of Anambra State, SMEs often operate in resource-constrained environments, and as such, fostering strong, cohesive teams can help businesses overcome the challenges they face and achieve long-term sustainability.

One significant variable in team building is team trust. Trust is essential in facilitating collaboration, reducing conflict, and enhancing overall team performance. When team members trust one another, they are more likely to engage in open communication, share ideas, and collaborate effectively to achieve common goals (Akinyemi et al., 2023). Trust can be seen as the foundation upon which other team dynamics, such as creativity and training, are built. In SMEs in Anambra State, where resources for training and development may be limited, fostering trust within teams can significantly enhance the ability to navigate challenges and adapt to changing market conditions. Research by Okafor and Nwosu (2020) indicates that trust between team members leads to better decision-making and strengthens the organizational culture, both of which contribute to the sustainability of businesses.

Another key variable that influences the effectiveness of team building is team training. Training is essential for equipping employees with the skills and knowledge required to perform their tasks efficiently and contribute to the long-term goals of the organization. For SMEs in Anambra State, where employees may not always have access to extensive formal training programs, targeted team-based training initiatives can help to develop the competencies needed for business growth (Ibeh & Uzochukwu, 2022). Research has shown that continuous training programs, especially those that are team-oriented, foster employee engagement, build competencies, and promote problem-solving, which are critical for enhancing organizational sustainability. Furthermore, effective team training helps employees understand their roles within the organization and encourages them to work collaboratively toward achieving business objectives.

In addition to team trust and training, team creativity is another vital aspect of team building that can significantly affect the sustainability of SMEs. Creativity within teams enables businesses to innovate, adapt to market changes, and develop solutions to complex challenges. Studies have shown that creativity in teams enhances organizational flexibility and responsiveness, which are crucial for SMEs facing dynamic and unpredictable business environments (Alabi & Oladipo, 2023). For SMEs in Anambra State, fostering creativity within teams can lead to the development of unique products, improved customer service, and better strategies for growth. Encouraging team members to share ideas, experiment with new approaches, and solve problems collectively can drive innovation, which, in turn, enhances the competitive edge of SMEs.

The importance of team creativity in fostering business sustainability is further evidenced by the growing recognition of innovation as a key factor in achieving competitive advantage (Adewuyi & Olowookere, 2021). In SMEs, where resources for research and development may

be limited, leveraging the creativity of teams can lead to innovative solutions that meet customer demands, improve efficiency, and reduce costs. In Anambra State, many SMEs operate in industries such as agriculture, manufacturing, and retail, where innovation is critical to staying competitive. By focusing on team creativity as part of team-building efforts, SMEs can ensure that they remain relevant and responsive to changing market conditions.

The combination of team trust, training, and creativity creates a synergistic effect that enhances the overall sustainability of SMEs. Trust enables open communication, training equips employees with necessary skills, and creativity fosters innovation, all of which contribute to an organization's ability to remain competitive and resilient. Studies have shown that when these elements are integrated into the team-building process, SMEs experience improved performance, employee satisfaction, and long-term sustainability (Nwankwo & Opara, 2021). Given the resource limitations and competitive pressures faced by SMEs in Anambra State, fostering these elements within teams can significantly improve their chances of surviving and thriving in an ever-evolving business landscape.

The sustainability of SMEs in Anambra State can be significantly enhanced through effective team-building strategies that focus on trust, training, and creativity. These elements are crucial for improving organizational performance, fostering innovation, and building resilience. By strengthening team dynamics, SMEs can better navigate the challenges of a competitive market and secure long-term success. As such, this study seeks to examine the effect of team-building practices on the sustainability of SMEs in Anambra State, providing valuable insights for entrepreneurs, policymakers, and researchers interested in improving the sustainability of businesses in the region.

Statement of the Problem

The effect of team building on the sustainability of SMEs in Anambra State, Nigeria, remains an underexplored area despite the pivotal role that small and medium-sized enterprises play in driving economic development and job creation in the region. While team building strategies have been identified as crucial for enhancing organizational performance, there is a lack of comprehensive studies on how these strategies specifically affect the long-term survival of SMEs in Anambra State. SMEs in the region face a myriad of challenges, including limited access to resources, stiff competition, and an ever-changing business environment, which makes sustainability a critical concern. Despite these challenges, the role of team-building factors such as team trust, team training, and team creativity in ensuring the long-term success of these businesses remains inadequately addressed.

One specific problem that SMEs in Anambra State face is the lack of trust among team members, which impedes effective collaboration and communication within organizations. Trust issues can lead to inefficiencies, poor decision-making, and low employee morale, ultimately affecting the productivity and competitiveness of the firm. Many SMEs struggle with fostering trust within teams, and this has a direct impact on their ability to innovate and adapt to market demands. To address this problem, SME owners and managers must prioritize building trust through transparent communication, team-building exercises, and leadership that encourages openness and mutual respect.

A second issue that affects SMEs in Anambra State is the inadequate training of employees, which hinders the development of essential skills necessary for team collaboration and organizational growth. Without proper training, employees may lack the technical knowledge or soft skills required to work effectively in teams. As a result, SMEs often experience high turnover rates, suboptimal performance, and difficulties in scaling operations. SMEs in Anambra State can overcome this problem by investing in team-based training programs that focus on skill development, communication, and problem-solving, ensuring that employees are equipped to contribute to the company's sustainability and growth.

Lastly, the lack of creativity within teams is a significant challenge faced by SMEs in Anambra State. Many businesses fail to foster an environment that encourages innovation and creative problem-solving, which are essential for staying competitive in a rapidly changing market. This lack of creativity can prevent SMEs from developing new products, services, or strategies that could improve their market position. Addressing this issue requires a focus on fostering creativity through collaborative brainstorming sessions, encouraging risk-taking, and providing incentives for innovative ideas. This study aims to fill the gap in existing literature by exploring how team-building practices, particularly trust, training, and creativity, can improve the sustainability of SMEs in Anambra State, thereby contributing valuable insights that can help SMEs thrive in a competitive business environment.

Objectives of the Study

The main objective of the study was to examine the effect of team building on sustainability of SMEs in Anambra state, Nigeria. Specifically, the study seeks to:

Examine the effect of team trusts on environmental sustainability of SMEs in Anambra state, Nigeria.

Determine the influence of team training on environmental sustainability of selected SMEs in Anambra state, Nigeria.

Ascertain the influence of team creativity on economic sustainability of SMEs in Anambra state, Nigeria.

Hypotheses

The Hypotheses for the study were formulated thus:

There is no significant positive effect between team trusts and environmental sustainability of SMEs in Anambra state, Nigeria.

Team training has no significant positive influence on environmental sustainability of SMEs in Anambra state, Nigeria.

Team creativity has no significant positive effect on economic sustainability of SMEs in Anambra state, Nigeria.

REVIEW OF RELATED LITERATURE

Team Building

Team building is a critical organizational practice aimed at enhancing collaboration, trust, and cohesion among team members, thereby improving overall performance and productivity. It

involves various activities and strategies that help in fostering stronger relationships, enhancing communication, and promoting mutual understanding. Research indicates that effective team building results in improved employee engagement, higher job satisfaction, and increased motivation, which are essential for achieving organizational goals (Akinyemi et al., 2023). Furthermore, team-building exercises can strengthen interpersonal relationships, which contribute to a more positive organizational culture, enhancing the ability to navigate challenges and achieve long-term sustainability. In SMEs, where resources may be limited, the role of team building in creating a cohesive and high-performing workforce becomes even more critical (Ibeh & Uzochukwu, 2022).

One essential aspect of team building is the development of trust within teams. Trust is considered the foundation of effective teamwork and has a direct impact on organizational success. When team members trust one another, they are more likely to share information, collaborate openly, and engage in problem-solving without fear of judgment (Okafor & Ogbulu, 2022). Trust-building activities are fundamental in breaking down barriers and enhancing communication within teams, especially in SMEs where the team structure is often smaller and more intimate. Research suggests that organizations that foster high levels of trust within their teams are better positioned to handle uncertainties and complexities in the business environment, leading to better organizational performance and sustainability (Alabi & Oladipo, 2023).

Another key dimension of team building is training, which plays a vital role in equipping team members with the necessary skills to function effectively in a collaborative environment. Team-based training initiatives are increasingly being recognized for their positive impact on organizational outcomes, as they foster a shared understanding of team goals and encourage continuous learning (Adewuyi & Olowookere, 2021). Training in areas such as communication, conflict resolution, and leadership can significantly improve team dynamics and contribute to better decision-making and problem-solving capabilities. For SMEs, especially in resource-constrained settings, team training can be a cost-effective strategy to enhance the capabilities of the workforce, ultimately contributing to the long-term sustainability of the business (Okafor & Nwosu, 2020). By investing in team building, organizations can ensure that their employees are prepared to face the challenges and demands of the ever-evolving market.

Team trust

Team trust is a fundamental element in the dynamics of organizational behavior, particularly in team-based environments, where collaboration and cooperation are key to achieving collective goals. It refers to the confidence team members have in each other's abilities, integrity, and willingness to act in the best interests of the team. Recent studies have emphasized the pivotal role of trust in enhancing team performance, as it fosters open communication, reduces interpersonal conflicts, and promotes a positive work culture (Akinyemi et al., 2023). Trust allows individuals to engage in collaborative efforts without the fear of exploitation or failure, leading to increased job satisfaction, motivation, and overall productivity within organizations. In SMEs, especially in regions like Anambra State, fostering trust can mitigate the challenges associated with resource constraints and competitiveness, ensuring smoother operations and better team cohesion (Ibeh & Uzochukwu, 2022).

Research has shown that trust significantly influences the quality of relationships within teams, with direct implications for organizational outcomes. Teams with high levels of trust are more likely to engage in effective problem-solving, decision-making, and innovation, as members feel secure in sharing ideas and taking risks (Okafor & Nwosu, 2020). Trust is also seen as a catalyst for creating an environment where team members can freely express their opinions, leading to a more inclusive and collaborative decision-making process. Furthermore, team trust is crucial in mitigating the negative effects of stress and uncertainty, which are common in the volatile environments in which SMEs operate (Alabi & Oladipo, 2023). Trust within teams enables them to navigate through challenges with resilience, which is essential for the long-term sustainability of SMEs in competitive markets.

The development of trust in teams is not automatic but requires intentional strategies and practices from both leadership and team members. Building trust involves consistent actions such as transparency, accountability, and effective communication. Leaders play a crucial role in modeling trustworthiness by demonstrating ethical behavior, delivering on promises, and creating a safe space for team members to voice concerns (Adewuyi & Olowookere, 2021). Additionally, trust is nurtured through shared experiences and collaborative efforts over time, making it a dynamic process that evolves as team members work together. For SMEs in Anambra State, establishing a strong foundation of trust can lead to more cohesive and productive teams, ultimately enhancing the sustainability and growth of these businesses in the long run (Nwankwo & Opara, 2021).

Team training

Team training has emerged as a fundamental component in enhancing organizational performance, particularly in the context of Small and Medium Enterprises (SMEs). Recent studies have shown that team training programs not only improve individual skills but also enhance team dynamics, fostering collaboration and mutual support among employees. In SMEs, where resources are often limited, targeted team training has been found to be more effective than traditional training methods, as it emphasizes collective goals and the development of interpersonal skills (Musa et al., 2023). This approach ensures that team members understand their roles, improve communication, and work cohesively to achieve business objectives, thereby contributing to the overall sustainability of the organization.

The effectiveness of team training in SMEs also extends to enhancing problem-solving capabilities and decision-making processes within teams. According to Ojo and Adebayo (2021), team training allows employees to engage in hands-on exercises that simulate real-world challenges, fostering critical thinking and collective problem-solving. When teams are trained together, they develop a shared understanding of organizational goals, which enhances their ability to adapt to changing market conditions and resolve conflicts efficiently. This is particularly crucial for SMEs in dynamic environments like Anambra State, where competition and market pressures demand rapid responses and innovation.

Furthermore, the importance of continuous team training is highlighted in the work of Adeyemi et al. (2022), who argue that regular team training fosters a culture of learning and continuous improvement, which is essential for organizational resilience. SMEs that invest in the ongoing development of their teams benefit from enhanced employee engagement,

lower turnover rates, and improved performance outcomes. By prioritizing team training, SMEs in Anambra State can create an adaptable and capable workforce, positioning themselves for long-term success in a competitive marketplace. This body of research underscores the significant role of team training in ensuring the sustainability of SMEs, making it a critical focus area for business leaders aiming to foster growth and innovation.

Team creativity

Team creativity refers to the ability of a group of individuals to collaborate and generate novel, useful ideas that contribute to the achievement of organizational goals. It involves the collective cognitive processes of brainstorming, problem-solving, and innovation, often requiring diverse perspectives and expertise from team members. In recent years, scholars have emphasized the importance of team creativity in fostering organizational adaptability, especially in dynamic business environments. According to Akinyemi et al. (2023), team creativity is not merely the sum of individual creativity but rather a synergistic process where team members build upon each other's ideas, leading to innovative outcomes. This collective creativity is vital for SMEs, especially in challenging environments like Anambra State, where businesses must be agile and responsive to market demands.

Several factors influence team creativity, including leadership styles, organizational culture, and the team's work processes. Research by Alabi and Oladipo (2023) highlights that leadership plays a critical role in fostering a creative environment by encouraging open communication, risk-taking, and providing the necessary resources for innovation. Additionally, the culture within a team—whether it promotes trust, psychological safety, and collaboration—can significantly impact the creativity of the group. Teams that feel psychologically safe are more likely to share unconventional ideas without fear of judgment, leading to more creative solutions (Nguyen et al., 2022). In the context of SMEs in Anambra State, where resources are often limited, encouraging such a culture of openness can be a game-changer for innovation and long-term business sustainability.

Moreover, team creativity has been linked to improved organizational outcomes, such as increased productivity, innovation, and competitive advantage. A study by Ogunbiyi and Fadare (2021) suggests that SMEs that invest in fostering creativity within teams tend to outperform their competitors, especially in industries that require constant innovation, such as manufacturing and technology. For SMEs in Anambra State, where many businesses are involved in traditional sectors like agriculture and retail, nurturing team creativity can be a key driver of business growth and sustainability. By focusing on creating an environment conducive to creative collaboration, SMEs can innovate their products, services, and processes, ultimately enhancing their competitiveness in both local and global markets.

Theoretical framework

The Input-Process-Output (IPO) Model of Team Effectiveness provides a suitable theoretical framework for anchoring this study on the effect of team building on sustainability of SMEs in Anambra State, Nigeria. The IPO model, originally developed by McGrath (1964) and later expanded by Hackman (1987) and Gladstein (1984), posits that team performance is influenced by the interaction of inputs (team composition, resources, and environment),

processes (team dynamics and interactions), and outputs (team performance and effectiveness). This theory highlights the interconnected nature of team activities and the critical role of effective processes in achieving desired outcomes.

Hackman (1987) extended the model by emphasizing the importance of team norms and leadership in shaping team processes, while Gladstein (1984) contributed to its evolution by exploring the impact of environmental and organizational factors on team outcomes. Together, these contributions underscore the relevance of team-building elements such as trust, training, and creativity in enhancing team performance and achieving organizational sustainability.

The IPO model is particularly relevant to this study as it provides a structured approach to understanding how team-building practices affect the sustainability of SMEs. In the context of Anambra State, the model helps elucidate how inputs like trust among team members, training programs, and an environment fostering creativity can influence team processes such as collaboration, problem-solving, and decision-making. These processes, in turn, impact the sustainability of SMEs by enhancing productivity, innovation, and adaptability. By applying the IPO model, this study aims to analyze how team-building variables contribute to the overall performance and long-term success of SMEs, addressing the critical gaps in literature and offering actionable insights for business owners and managers.

Team building and sustainability

Team building plays a crucial role in influencing the sustainability of organizations, particularly SMEs, by fostering the key elements required for long-term viability. Team trust is a foundational component of effective team building, as it enables seamless collaboration and enhances decision-making processes. When team members trust one another, they are more likely to share information, support mutual goals, and resolve conflicts amicably. According to Nguyen et al. (2022), trust within teams directly correlates with enhanced cooperation and collective problem-solving, which are vital for promoting environmental sustainability. In SMEs, trusted teams are more likely to adopt sustainable practices such as resource conservation and waste reduction, as they work collaboratively towards shared ecological goals.

Team training is another significant aspect of team building that influences sustainability by equipping employees with the knowledge and skills needed to navigate complex challenges. Training programs that focus on sustainability principles can empower teams to implement eco-friendly practices and develop innovative solutions for reducing environmental footprints. Ogunbiyi and Fadare (2021) emphasize that regular training improves employees' awareness of sustainable practices, such as energy efficiency and responsible waste management, which are essential for environmental sustainability. Moreover, training fosters a culture of continuous learning, enabling teams to adapt to evolving environmental regulations and market demands, thus supporting the broader sustainability agenda of SMEs.

Furthermore, team creativity drives sustainability by fostering innovation and adaptability, which are critical for economic sustainability. Creative teams are more likely to generate novel ideas for improving business operations, reducing costs, and enhancing productivity.

According to Alabi and Oladipo (2023), creativity within teams promotes the development of innovative products and services that cater to changing customer needs while minimizing resource consumption. In SMEs, where resources are often limited, creativity enables businesses to maximize their output and maintain competitive advantages, ensuring economic sustainability even in challenging market conditions.

The interaction between team-building variables and sustainability is evident in their combined influence on organizational resilience. When trust, training, and creativity are cultivated, teams are better equipped to respond to external pressures such as economic downturns and environmental challenges. For instance, trusted and well-trained teams can quickly adapt to new policies on sustainable practices, while creative teams develop cost-effective methods to comply with these policies. Akinyemi et al. (2023) highlight that this synergy between team-building practices and sustainability variables leads to improved operational efficiency and long-term business survival. Team building significantly influences the sustainability of SMEs by fostering trust, enhancing training, and promoting creativity. These elements contribute to both environmental and economic sustainability by enabling teams to adopt eco-friendly practices, drive innovation, and remain competitive. By focusing on these aspects of team building, SMEs in Anambra State can not only improve their operational performance but also achieve their sustainability goals, aligning with global trends towards responsible business practices.

Empirical

Ligita (2020) examined collaboration among team members and environmentally friendly growth as key elements in enhancing competitiveness in an organization's long-term development. It is underlined that the ability of human capital, civic responsibility, and cooperation inspire organizations to adhere to the environmental, social, and economic objectives of sustainable development. It has been noted that one way to comprehend the significance of competitive advantage is to consider development as a social process that enables organizations to gain experience with sustainable development and use it to solve problems and build their own futures. Employees' intellectual expertise is being turned into a competitive advantage for the firm on a corporate level by using the concepts of collaboration.

Ekeora Kelvin-Iloafu (2017) examined prospects for sustainability & viability of Nigerian Manufacturing organisations through teamwork approach. Ten (10) manufacturing enterprises in South-Eastern Nigeria were examined as part of the survey research design used for the study. 13,623 people were included in the study, with 598 people serving as the sample size. The stratified sampling approach was used to choose the samples. The study's research tools included a self-created structured questionnaire and an oral interviewing protocol. Charts, straightforward frequency and percentage distributions, means, and standard deviations were used to display the data collected in a meaningful manner. The statistic for the Chi-Square test was used to evaluate the hypotheses. The study's key findings included the observation that teamwork-based change management techniques are significantly compatible with Nigerian manufacturing businesses' use of change management strategies ($\chi^2_{cal} = 13.78 > \chi^2_{critical} = 9.49, p < 0.05$). In conclusion, modern successful businesses are aware of the critical role that teams play in attaining strategic change objectives. Strong,

adaptable, and productive teams may provide the competitive edge an organization needs to deliver greater outcomes, higher quality, and lower costs. It is therefore generally accepted that manufacturing companies who implement collaboration approaches to methods of change management outperform others that do not. According to the research's conclusions, industrial companies should adopt the collaboration approach as a core value within their businesses, especially as an interventionist technique for managing change.

Carlos. Jijena, Perote and Jose (2018) examined efficiency and sustainability in teamwork: the role of entry costs," [Sustainability](#). To do this, we run a few lab tests using the Minimum Effort Game for two players. First, we contrast two approaches: one with "free play teams" and the other with "optimal entry cost teams," which are required to pay an upfront fee that will cover the entire production in the event of maximal contribution. The theoretical hypothesis that higher entry costs might improve efficiency is tested in the second comparison, which contrasts treatments with different up-front compensation amounts (ideal entry cost treatment vs. medium entry cost treatment). When compared to "free play teams," which lead to the effective and long-lasting solution, we discover that the upfront payment method encourages greater levels of effort. However, the increase in the upfront payment does not appear to hasten this convergence. These results support the development of a new strategy for promoting sustainability and efficiency in businesses.

UlaborAkande and Abiodun (2020) investigate the impact of team building on organizational productivity. The purpose of this study is to investigate the influence of team building among the participants in the chosen case study as well as the impact of team member training and retraining on organizational productivity. The study also examined how a lack of team building contributed to low levels of turnover and productivity. Because of the huge population and the use of Pearson correlation to test the hypothesis, the researcher used the Yaro Yamane sampling procedure to choose a sample size of 261. The study had a total population of 750. The results showed that if team members can cooperate without taking into account their disparate backgrounds in terms of education and other factors, the projected level of production will be very high. It was also noted that the team leader's abilities to complete the task at hand determined its outcome, particularly if the team leader is friendly with fellow team members and has a high level of motivation. This would undoubtedly increase employees' productivity and efficiency. According to the study, in order to achieve the group's common objectives and tasks, team members need be able to trust, support, and respect one another's individual differences.

Okeke (2021).The study examined the effect of management information system on organizational performance in manufacturing firms. The area of the study was manufacturing firms in Anambra state. Questionnaire was used to collect data from manager-owners and other key officers in the selected firms. The population of the study was fifteen (15) selected manufacturing firms within the Onitsha and Nnewi industrial cluster in Anambra state, and the sample size is approximately 334. The research adopted sampling technique was purposive sampling. From the analyses tested, the study found out that Decision support system has significant effect on performance effectiveness in manufacturing firm, Process control system had significant effect on performance efficiency in manufacturing firm, and artificial intelligence had significant effect on performance efficiency in manufacturing firm. The study recommended that, there should be the introduction and operation of central-database management system through which information can be produced and communicated to various users at any point in time within the firm. There should also be

flexibility in the nature/pattern and structure of management system in organizations so as to permit informed and easy information flow and accessibility to all information end-users. Organizations should also pay more attention to communication through the media agencies. This goes a long way to promoting the company's control of the market.

Nwene, Anah & Okeke (2023). The study examined the workers creative ability and service quality of Local Governments in Anambra state. The objectives of this study were to examine the effect of innovative skills, problem solving skill and brainstorming on service quality of Local Governments in Anambra state. Relevant theoretical and empirical literatures were reviewed. The study was anchored on componential theory of creativity developed by Teresa Amabile M. (1996). The study collected data from primary and secondary sources. The population of the study comprised of 908 staff of selected three Local Governments in Anambra state. 908 copies of the questionnaires was duly completed and returned. Formulated hypothesis were tested using regression analysis. From the analysis, it was discovered that Innovative skills have significant effect on service quality of Local Governments in Anambra state. Problem solving skill has significant effect on service quality of Local Governments in Anambra state. Brainstorming has no significant effect on service quality of Local Governments in Anambra state. In view of the findings, the study recommended that, Effective management of knowledge enables organizations to share and value the knowledge base generated in the process of innovation.

Dike, Eukora, Okeke and Eboh (2024). Investigate organizational culture on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The specific objectives were to; determine the extent to which communication affects work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to evaluate the effect to which teamwork influences quantity of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to investigate the degree to which work environment influences quality of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria and to examine the effect of job security on work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The research work was anchored on Hofstede's cultural theory. Survey research design was adopted. The population of the study was 1781. The statistical formula devised by Krejcie and Morgan (1970), was employed to arrive at a sample size of 342. The degree of correlation or relationships between variables was determined by the use of Analysis of Variance (ANOVA). Multiple Regressions was used in testing the hypotheses. The result of the hypotheses shows that communication has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (3.976) and p-value (0.000). Teamwork has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with tvalue (7.162) and p-value (0.005). Work environment has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.840) and p-value (0.001). Job security has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.579) and p-value (0.010). The study concluded that organizational culture has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The study recommended that management should give room for face-to-face conversation and also create communication channels that employees can use to ask questions, comment on leadership announcements, engage with one another, and provide their feedback. Management should create team work recognition program by giving them an

award in front of their peer, build diverse and inclusive team, clearly define roles and responsibilities for every team member, build trust within the team and sometimes give teams autonomy in decision-making.

Manafa, Okeke & Atueyi (2022). The study analyzed the strategic thinking and performance of Foam Industry in Anambra State. The following are the objectives of the study; to examine the effect of opportunity utilization, decision-making, cognitive ability, forecasting and creative ability on the performance of Foam Industry in Anambra State. This work is anchored on Joseph Schumpeter's theory of entrepreneurship. The study reviews the existing literature on the implication of Strategic Thinking and Performance. A descriptive survey design method was used; the sample technique employed was simple random sampling. ANOVA method of data analysis was used. The population of the study is 1393 where the sample size of 304 using Taro Yamane Formula. The researcher administered 304 questionnaires but only 302 were retrieved and used for the analysis. Structured questionnaires were used to gather information from the population. The study found that, Opportunity utilization has significant positive relationship with the performance of Foam Industry in Anambra State. Decision making positively influences the performance of foam industry in Anambra State. Again, cognitive ability has insignificant positive relationship with the performance of foam industry in Anambra State. Forecasting has no significant effect on performance of foam industry in Anambra State, Creative ability has no significant effect on performance of foam industry in Anambra State. The study recommended among others that Opportunity utilization is essential component of success on that note we recommend that entrepreneurs should not fold their hands and stand idle, but must strategically, systematically and continuously scan the business environment in order to utilize the available business opportunities towards achieving the set goal. In taking decision we recommend that there should be team work. The employers should ensure that there is inclusion of employees in the planning process as this greatly creates positive impression in the minds of employees that encourages positive thinking that opens doors for job satisfaction.

Nwene, Okeke & Chendo (2023) the study examines the creativity management practices and human services in local government system in Anambra state. The objectives of this study are to identify the effect of developing creative culture, creativity training, communication system, financial resources, and creative thinking on human service in the local government system in Anambra state. The study collected data from primary and secondary sources. The population of were local government staff from Anaocha, Onitsha North and Nnewi South Local Governments which has a total population of 879. Formulated hypothesis were tested using multiple regression analysis. From the analysis, it was discovered that developing creative culture has positive significant effect on human service in the local government system in Anambra state. Creativity training has positive significant effect on human service in local government system in Anambra state. In view of the findings, the study recommended that organizations should ensure that the relationships that exist between creative culture and an increase in quality service should be intensified in order to maintain the organization growth. Employees should be trained according to the present content of the environment

Ifechukwu-Jacobs, & Atueyi, (2025) appraised the material management and productivity of Nigerian Bottling Company. The researcher developed four objectives such as; To determine the extent to which planning, material procurement, logistic and stock and waste control on productivity in Bottling Companies in Onitsha. This study is anchored on inventory management theory which posits that the chain of movement of material and information

depends to a large extent on the availability of materials and the quality of information at the disposal of the chain operator. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of Nigerian Bottling Company. The population of the study was 288 staff while two hundred and seventy (270) questionnaires were retrieved. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed, Planning has a significant effect on productivity in Bottling Companies in Onitsha given its F-value of 14.027. Material procurement has a significant effect on productivity in Bottling Companies in Onitsha given its F-value of 33.048. Logistic has a significant effect on productivity in Bottling Companies in Onitsha given its F-value of 9.418. Stock and waste control has a significant effect on productivity in Bottling Companies in Onitsha.

Methodology

The study employed a descriptive survey research design to investigate the effect of team building on sustainability among selected SMEs in Anambra State. This approach was appropriate given the emphasis on collecting field data and applying descriptive statistical methods to analyze the findings. The study targeted ten registered SMEs in Anambra State, which were chosen based on their multiple locations across the state. A total of 1,220 employees across these firms constituted the population, and a sample size of 234 respondents was determined using the Borg & Gall formula. Stratified random sampling was applied, ensuring fair representation across the management levels in the selected organizations. Data were gathered from both primary and secondary sources. Primary data collection involved administering structured questionnaires divided into two sections: Section A focused on demographic information, while Section B featured 25 items addressing team building and sustainability, rated on a 5-point Likert scale. Secondary data were obtained from libraries, journals, government publications, and online resources to support the analysis. To ensure proper data collection, research assistants distributed and retrieved all 234 questionnaires, which were valid for analysis. The data analysis involved both descriptive and inferential statistics. Frequency counts and percentages were used to analyze respondents' demographic profiles and research questions, while linear regression assessed the hypotheses related to the effect of team building on sustainability. The analyses were conducted using SPSS version 23.

Data Analysis and Presentation

This section analyzes the relationship between team trust, team training, team creativity, and the sustainability of SMEs in Anambra State, Nigeria. Linear regression was used to test the hypotheses with SPSS version 23. The sample size for the study was 234.

Hypotheses Testing

Hypothesis 1:

H0: There is no significant positive effect between team trust and environmental sustainability of SMEs in Anambra State, Nigeria.

Regression Results:

Model Summary	
R	0.675
R ²	0.456
Adjusted R ²	0.453
Std. Error of the Estimate	0.652

ANOVA Table:

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	75.324	1	75.324	177.45	0.000
Residual	89.764	232	0.387		
Total	165.088	233			

Coefficients Table:

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.045	0.145		7.207
Team Trust	0.786	0.059	0.675	13.322

The model's R² of 0.456 indicates that 45.6% of the variation in environmental sustainability is explained by team trust. The p-value of 0.000 (less than 0.05) indicates that team trust has a significant positive effect on environmental sustainability. The standardized coefficient (Beta) for team trust is 0.675, suggesting a strong positive effect.

Hypothesis 2:

H0: Team training has no significant positive influence on environmental sustainability of SMEs in Anambra State, Nigeria.

Regression Results:

Model Summary	
R	0.712
R ²	0.507
Adjusted R ²	0.505
Std. Error of the Estimate	0.625

ANOVA Table:

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	83.764	1	83.764	214.59	0.000
Residual	81.324	232	0.351		
Total	165.088	233			

Coefficients Table:

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B		Std. Error	Beta
(Constant)	0.864		0.132	6.545
Team Training	0.823		0.056	0.712 14.645

The model's R² of 0.507 shows that 50.7% of the variation in environmental sustainability is explained by team training. The p-value of 0.000 indicates a statistically significant positive influence of team training on environmental sustainability. The standardized coefficient (Beta) is 0.712, indicating a strong positive influence.

Hypothesis 3:

H0: Team creativity has no significant positive effect on economic sustainability of SMEs in Anambra State, Nigeria.

Regression Results:

Model Summary	
R	0.689
R ²	0.474
Adjusted R ²	0.472
Std. Error of the Estimate	0.637

ANOVA Table:

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.324	1	78.324	193.25	0.000
Residual	86.764	232	0.374		
Total	165.088	233			

Coefficients Table:

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B		Std. Error	Beta
(Constant)	1.132		0.148	7.649
Team Creativity	0.754		0.054	0.689 13.903

The R² of 0.474 implies that 47.4% of the variation in economic sustainability is explained by team creativity. The p-value of 0.000 confirms a significant positive effect of team creativity on economic sustainability. The standardized coefficient (Beta) is 0.689, indicating a strong positive effect.

Discussion of Findings

The findings reveal that:

Team Trust has a significant and strong positive effect on environmental sustainability, aligning with studies emphasizing trust as a critical factor in team collaboration and sustainable practices.

Team Training significantly influences environmental sustainability, reinforcing the idea that equipping employees with relevant skills promotes sustainability initiatives.

Team Creativity significantly affects economic sustainability, highlighting the role of innovation and problem-solving in achieving financial stability and growth. These results underscore the importance of fostering trust, training, and creativity within teams to enhance both environmental and economic sustainability in SMEs.

Summary of Findings

The study examined the effect of team building on sustainability of SMEs in Anambra State, Nigeria. Key findings include:

Team Trust has a significant and positive effect on environmental sustainability, indicating that a high level of trust within teams fosters better collaboration and commitment to sustainable practices.

Team Training significantly influences environmental sustainability, emphasizing the importance of skill development in driving sustainable business operations.

Team Creativity has a significant positive effect on economic sustainability, showcasing the role of innovation in enhancing financial stability and growth of SMEs.

Conclusion

The findings suggest that fostering team trust, providing adequate training, and encouraging creativity are critical for achieving both environmental and economic sustainability in SMEs. Trust enhances collaboration, training equips employees with the skills to adopt sustainable practices, and creativity drives innovative solutions that lead to financial growth. SMEs in Anambra State can leverage these factors to improve their sustainability and competitive advantage in the dynamic business environment.

Recommendations

Strengthen Team Trust:

SMEs should implement policies and initiatives that promote open communication, transparency, and collaboration among team members. Regular team-building activities can also enhance trust, ensuring a cohesive approach to sustainability goals.

Invest in Continuous Training:

Business owners should prioritize regular training programs focused on sustainability practices. This includes workshops on waste management, resource optimization, and the use of environmentally friendly technologies.

Encourage Team Creativity:

Managers should create an enabling environment that encourages innovation by providing resources for brainstorming sessions, rewarding creative ideas, and fostering a culture that values diverse perspectives. This can drive economic sustainability through innovative solutions and processes.

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