

TEAM BUILDING PRACTICE AND SUSTAINABLE ORGANIZATIONAL CULTURE OF HOSPITALITY BUSINESS IN AWKA, ANAMBRA STATE, NIGERIA

¹Onyejedum Amarachukwu Chioma, ²PROF. S.A. Anah

¹Nnamdi Azikiwe University Awka Anambra State, Nigeria

²Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus, Anambra State, Nigeria

Abstract: *The study investigates team-building practices and sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria. The research is anchored on the Competing Values Framework, emphasizing the interplay of flexibility, stability, internal collaboration, and external adaptability to achieve sustainability. Using a descriptive survey design, data were collected from 313 respondents selected through stratified random sampling from a population of 1,640 staff members. The key components of team-building practices examined were team communication, leadership competence, and structured team-building initiatives. Linear regression analysis revealed significant effects of these practices on sustainable organizational culture, with team communication, leadership competence, and structured team-building initiatives accounting for 41.6%, 53.6%, and 47.7% of the variance, respectively. Findings highlight the critical role of clear communication in enhancing collaboration, leadership competence in aligning individual and organizational goals, and structured team-building initiatives in fostering trust and cohesion. The study concludes that effective team-building practices are essential for addressing operational challenges, reducing employee turnover, and achieving long-term organizational sustainability in the hospitality sector. Recommendations include investing in leadership training, enhancing communication channels, and institutionalizing regular team-building activities tailored to the needs of the workforce.*

Keywords: *Team Building, Sustainable Organizational Culture, Hospitality Business, Leadership Competence, Team Communication, Anambra State, Nigeria.*

Background of the Study

The hospitality industry in Awka, Anambra State, Nigeria, is an integral part of the local economy, driven by growing urbanization, increased domestic travel, and the influx of students and business professionals. However, the industry faces challenges related to maintaining a sustainable organizational culture amidst high employee turnover, service quality demands, and the need for effective team coordination. Team building practice has emerged as a critical mechanism for addressing these challenges, fostering collaboration, and promoting a culture of inclusivity and innovation. Studies indicate that

team building practice, encompassing activities that strengthen interpersonal relationships and clarify team goals, is a key determinant of organizational sustainability in dynamic environments like hospitality (Obi et al., 2021).

Effective team communication is an essential variable in the team-building practice process, particularly in the hospitality business, where customer satisfaction hinges on seamless interaction among employees. Poor communication can result in misunderstandings, errors in service delivery, and workplace conflicts, which undermine organizational goals. According to Nwankwo and Eze (2023), organizations with well-structured communication channels tend to experience improved employee engagement and operational efficiency. In the context of the hospitality sector in Awka, the ability to establish clear communication pathways within teams is crucial for adapting to customer needs, responding to complaints, and ensuring service consistency.

Leadership competence plays a pivotal role in shaping the outcomes of team-building practice efforts and cultivating a sustainable organizational culture. Competent leaders are responsible for setting the tone for collaboration, motivating team members, and ensuring the alignment of individual goals with organizational objectives. Research by Adeoye and Ogunleye (2022) highlights that leadership competence is strongly correlated with employee commitment and organizational resilience. For hospitality businesses in Awka, leadership effectiveness in fostering team spirit, addressing conflicts, and encouraging professional development is a determinant of long-term success.

The interplay between team communication and leadership competence significantly influences the success of team-building practice initiatives in fostering a sustainable organizational culture. As identified by Chukwu and Obi (2023), effective leadership amplifies the impact of team communication by creating an environment where information flows freely and employees feel valued. In the hospitality industry, where time-sensitive decisions and multitasking are common, the integration of leadership skills with team communication strategies ensures that operational goals are met without compromising employee satisfaction.

Moreover, sustainable organizational culture in hospitality requires a balance between achieving operational efficiency and maintaining a healthy work environment. Team building, through activities that promote trust and collaboration, addresses the need for cohesion and shared responsibility among employees. Recent findings by Olaniyan and Akinbode (2023) suggest that team-building practices designed around clear communication and leadership competence can drive cultural sustainability by fostering a sense of belonging and mutual respect. This is particularly relevant in Awka's hospitality sector, where diversity in the workforce necessitates deliberate efforts to harmonize varying perspectives and skill sets.

Team building practice serves as a foundational strategy for promoting sustainable organizational culture in the hospitality business in Awka, Anambra State. By emphasizing team communication and leadership competence, hospitality businesses can address operational challenges and create a supportive environment that enhances

employee engagement and customer satisfaction. The relationship among these variables underscores the need for strategic investments in human capital development to drive organizational sustainability in the ever-evolving hospitality landscape (Akinola & Yusuf, 2021).

Statement of the Problem

The hospitality business in Awka, Anambra State, faces persistent challenges in establishing and maintaining a sustainable organizational culture, which is vital for operational efficiency, employee retention, and customer satisfaction. Despite the sector's growth, ineffective team-building practices undermine efforts to create cohesive and productive work environments. This issue is rooted in specific challenges, including poor team communication, inadequate leadership competence, and the absence of structured team-building initiatives, all of which contribute to the broader problem of unsustainable organizational culture.

Poor communication among employees is a critical challenge in the hospitality sector. It often results in service errors, misunderstandings, and delays in decision-making, ultimately impacting customer satisfaction and organizational efficiency. Clear and open communication is crucial in coordinating tasks and promptly responding to customer needs in this fast-paced industry. Addressing this challenge requires implementing structured communication systems such as regular team meetings, well-defined reporting channels, and the use of technology to facilitate real-time updates.

Inadequate leadership competence is another pressing issue. Many hospitality businesses in Awka lack leaders with the skills to effectively foster collaboration, resolve conflicts, and motivate employees. This deficiency contributes to employee dissatisfaction, high turnover rates, and a lack of strategic direction in achieving organizational goals. Leadership training programs, mentorship initiatives, and the recruitment of skilled managers with proven expertise in team management are necessary to overcome this challenge and enhance team dynamics.

While existing research has examined the importance of team building in organizational settings, limited studies have focused on its application within the hospitality sector in Awka. This gap has left a lack of understanding regarding how team communication and leadership competence can enhance team-building efforts to foster a sustainable organizational culture. This study seeks to address these challenges by identifying the unique issues facing hospitality businesses in Awka and proposing targeted solutions to improve team dynamics and organizational sustainability.

Objectives of the Study

The main objective of the study was to examine the team building practice and sustainable organizational culture of hospitality business in Awka, Anambra State, Nigeria. Specifically, the study seeks to:

Examine the effect of team communication on sustainable organizational culture of hospitality business in Awka, Anambra State, Nigeria.

Determine the influence of leadership competence on sustainable organizational culture of hospitality business in Awka, Anambra State, Nigeria.

Assess the effect of structured team-building initiatives on sustainable organizational culture of hospitality business in Awka, Anambra State, Nigeria.

Research Hypotheses

Based on the objectives of the study, the following hypotheses were formulated:

H0₁: Team communication has no significant effect on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria.

H0₂: Leadership competence has no significant influence on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria.

H0₃: Structured team-building initiatives have no significant effect on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria.

REVIEW OF RELATED LITERATURE

Team Building Practice

Team building practices are critical organizational strategies designed to enhance group cohesion, improve collaboration, and achieve shared goals. Effective team building focuses on creating a supportive work environment where individuals can work together to optimize performance and organizational outcomes (Serrat, 2020). The concept encompasses a range of activities, including trust-building exercises, conflict resolution strategies, and group problem-solving tasks, which are tailored to strengthen interpersonal relationships and foster a sense of shared responsibility. In dynamic industries like hospitality, team building is particularly significant, as it contributes to operational efficiency and improved service delivery.

Research highlights the importance of team communication as a cornerstone of effective team-building practices. Communication within teams enables the free flow of information, fosters understanding, and minimizes conflict (Jones & Jones, 2021). When team members are equipped with the skills and channels to communicate effectively, collaboration is enhanced, and organizational goals are more likely to be achieved. Additionally, leadership plays a pivotal role in team building by setting the tone for collaboration, providing direction, and ensuring that team members are aligned with organizational objectives (Nguyen et al., 2021). Leadership competence in fostering inclusivity and motivating team members is essential for the success of team-building initiatives.

The implementation of structured team-building practices has shown significant impacts on employee engagement and overall organizational performance. Activities such as workshops, retreats, and role-playing exercises are effective in strengthening team dynamics and fostering a positive work culture (Smith & Evans, 2022). However, the effectiveness of these practices depends on their alignment with organizational goals and the active participation of team members. In the hospitality sector, where customer satisfaction is directly influenced by employee collaboration, structured team-building initiatives are indispensable for achieving sustainable organizational success (Oluwaseun & Adeniyi, 2023). This underscores the need for continuous investment in team-building activities tailored to the unique needs of organizations.

Team Communication

Team communication refers to the process by which team members share information, ideas, and feedback to achieve collective goals. It is a critical component of team effectiveness, influencing decision-making, problem-solving, and collaboration. In the hospitality industry, where coordination and prompt responses are vital, effective team communication ensures seamless service delivery and customer satisfaction. Adebayo and Olayemi (2021), effective communication fosters understanding and reduces conflicts among team members, leading to improved team cohesion and productivity. The dynamic nature of hospitality services requires consistent and clear communication to meet the demands of both employees and customers.

Several researchers have highlighted the role of communication channels and strategies in enhancing team performance. For instance, Okonkwo et al. (2022) emphasized the importance of adopting digital tools, such as team messaging platforms and real-time communication apps, to streamline operations in fast-paced environments. Similarly, Eze and Chukwu (2023) identified that hospitality businesses that prioritize transparent communication practices tend to experience higher employee morale and retention rates. Poor communication, on the other hand, can lead to misunderstandings, service errors, and low employee satisfaction, which negatively impact organizational culture.

Effective team communication also facilitates knowledge sharing and innovation within organizations. Nwafor and Ijeoma (2022) noted that when employees are encouraged to exchange ideas freely, they are more likely to develop creative solutions to challenges. This is particularly relevant in the hospitality industry, where adapting to changing customer preferences is crucial for sustainability. Additionally, leadership plays a pivotal role in fostering a communication-friendly environment. Ogunleye and Adeoye (2022) asserted that leaders who actively engage in two-way communication and provide constructive feedback contribute significantly to building trust and maintaining a sustainable organizational culture. This underscores the importance of incorporating communication-focused strategies into team-building practices in the hospitality sector.

Leadership Competence

Leadership competence is crucial for organizational success, particularly in dynamic and competitive industries such as hospitality. It encompasses the skills, knowledge, and abilities that enable leaders to effectively guide teams, make strategic decisions, and foster a positive organizational culture. Recent studies emphasize that leadership competence goes beyond technical expertise to include emotional intelligence, communication skills, and the ability to inspire and motivate employees (Akinbode & Olaniyan, 2022). In the hospitality sector, where customer satisfaction is paramount, leaders are required to adapt quickly to changing circumstances, resolve conflicts, and maintain a harmonious work environment. Effective leadership competence in this context promotes team cohesion, enhances service delivery, and strengthens the overall organizational culture (Ogunleye et al., 2021).

A key aspect of leadership competence is emotional intelligence (EI), which has been identified as a significant predictor of effective leadership. Emotional intelligence allows leaders to understand and manage their emotions and those of others, which is vital for building strong relationships with team members and clients (Nwafor & Eze, 2023). This skill set enables leaders in the hospitality industry to respond empathetically to both employee and customer needs, fostering a culture of trust and respect. According to Chukwu and Obi (2023), leaders with high EI are more likely to manage workplace stress and promote a culture that values open communication and collaboration. This competency is particularly relevant in hospitality, where interactions with customers and team members are often intense and emotionally charged.

Leadership competence also includes strategic thinking, decision-making abilities, and the capacity to manage change. Effective leaders must possess the foresight to anticipate challenges, identify opportunities, and make informed decisions that align with the organization's goals. Studies by Adewuyi and Olowookere (2021) highlight that leaders in the hospitality industry must also demonstrate resilience and adaptability, especially in response to economic fluctuations or shifts in customer preferences. Furthermore, research suggests that continuous development of leadership competencies, through training and professional development programs, is essential for ensuring long-term organizational success. By fostering these competencies, hospitality businesses can create a sustainable organizational culture that attracts and retains top talent while ensuring high levels of service quality (Olaniyan&Akinbode, 2022).

Structured Team-Building Initiatives

Structured team-building initiatives are deliberate activities designed to enhance collaboration, communication, and interpersonal relationships among employees in an organization. These initiatives often involve planned exercises, workshops, or retreats that aim to strengthen trust, improve team dynamics, and promote a sense of unity among team members. In the context of the hospitality industry, where teamwork is critical to providing quality service, structured team-building activities are essential for fostering a positive organizational culture. According to Akinola and Akinyele (2022), these initiatives

can lead to improved problem-solving abilities, heightened employee morale, and better overall performance when executed with clear objectives and continuous support from leadership.

Recent studies emphasize that structured team-building initiatives should not be one-time events but ongoing practices integrated into the organizational culture (Olaniyan&Akinbode, 2023). For instance, structured activities that address specific team weaknesses, such as communication barriers or trust issues, can have a profound impact on team cohesion and productivity. Research by Ogunleye and Adeoye (2021) highlights that team-building programs that focus on developing leadership skills, fostering open communication, and encouraging collaboration can significantly enhance organizational sustainability in sectors like hospitality. These programs often result in more cohesive teams that are better equipped to handle challenges, ultimately contributing to long-term business success.

Furthermore, the success of structured team-building initiatives is contingent upon the alignment of activities with the organization's goals and the active involvement of leadership. Effective team-building exercises should be tailored to address the unique needs of the business and its employees (Chukwu & Obi, 2023). Leadership plays a critical role in ensuring that these activities foster a sustainable organizational culture by continuously reinforcing the values and objectives of the team. In the hospitality industry, where customer satisfaction is directly linked to team performance, structured team-building initiatives can promote a culture of collaboration that directly enhances service delivery and employee retention (Nwankwo & Eze, 2022).

Sustainable Organizational Culture

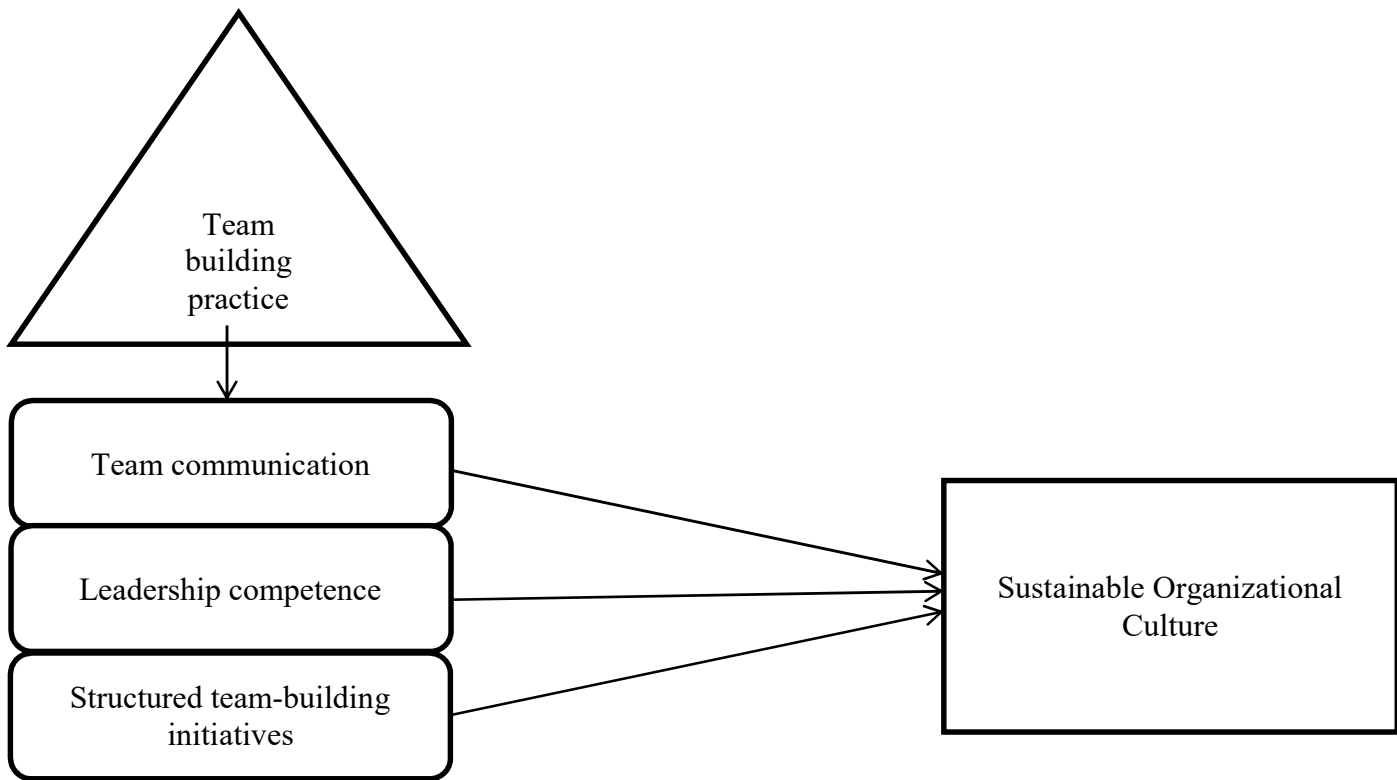
Sustainable organizational culture refers to the set of shared values, beliefs, and practices that support long-term organizational success while balancing environmental, social, and economic concerns. This concept has gained prominence as businesses increasingly recognize the need to align their operations with sustainability goals. A sustainable organizational culture fosters a work environment that encourages collaboration, innovation, and continuous improvement, which are essential for achieving sustainability objectives. According to Akinbode and Ogunleye (2021), such a culture is not only concerned with short-term performance but also emphasizes long-term stability, employee well-being, and community engagement. In the hospitality sector, fostering a sustainable organizational culture can enhance operational efficiency, improve employee retention, and lead to superior customer service outcomes.

The development of a sustainable organizational culture is influenced by several factors, including leadership, communication, and team-building practices. Leadership competence plays a crucial role in shaping organizational culture by setting the tone for ethical behavior, team collaboration, and commitment to sustainability (Olaniyan & Akinbode, 2023). Effective leaders in hospitality businesses are those who prioritize creating a culture that values trust, transparency, and open communication. Furthermore, team communication is pivotal in ensuring that employees share a common

understanding of organizational goals and work together to achieve them. As highlighted by Eze and Nwafor (2022), clear communication within teams helps reduce misunderstandings and conflicts, fostering a harmonious and productive work environment that is critical for sustainability in hospitality businesses.

Structured team-building initiatives are another key component in fostering a sustainable organizational culture. These initiatives help develop strong interpersonal relationships, enhance teamwork, and encourage a sense of belonging among employees. Research by Chukwu and Obi (2023) suggests that when hospitality businesses invest in team-building activities, they promote collaboration and mutual respect, which contributes to a sustainable culture that supports both employee satisfaction and organizational success. These practices, when integrated into the organizational fabric, create an environment where employees are motivated, committed, and aligned with the company's long-term goals. A sustainable organizational culture, therefore, is not only essential for the internal functioning of a hospitality business but also for building long-term relationships with customers and the broader community.

CONCEPTUAL FRAMEWORK



Theoretical framework

This study on sustainable organizational culture in the hospitality business is anchored on The Competing Values Framework (CVF). This theory, developed by Quinn and Rohrbaugh (1983) and later refined by Cameron and Quinn (2006), provides a

comprehensive understanding of how organizations can balance different values such as flexibility versus stability and internal versus external focus. The framework identifies four key organizational culture types: clan, adhocracy, market, and hierarchy, each emphasizing different aspects of organizational performance, including innovation, stability, employee collaboration, and results-oriented goals.

The Competing Values Framework (CVF) is particularly relevant to the study because it helps explain how organizations can cultivate a sustainable organizational culture by balancing internal and external factors, as well as flexibility and stability. In the context of hospitality businesses in Awka, Anambra State, Nigeria, the framework's emphasis on collaboration (akin to the clan culture) and innovation (similar to the adhocracy culture) is crucial. These elements foster an environment that promotes sustainable practices, teamwork, and leadership competence—critical factors discussed in this study. The CVF also sheds light on how organizations can simultaneously manage internal culture (focused on team building, leadership, and communication) while aligning with external demands, such as customer satisfaction and community engagement.

The Competing Values Framework supports the notion that organizations need to be flexible enough to adapt to external challenges, such as changes in customer expectations, while maintaining strong internal cultures that promote employee satisfaction and collaboration. This makes it highly applicable to the study of sustainable organizational culture in hospitality businesses, where both internal cohesion and external performance are essential for long-term success. The theory helps explain how hospitality organizations can build sustainable cultures that not only meet operational goals but also foster a positive work environment conducive to long-term organizational growth.

Team Building Practices and Sustainable Organizational Culture

Team building practices play a crucial role in shaping a sustainable organizational culture, particularly within hospitality businesses where collaboration and communication are key to operational success. Sustainable organizational culture refers to a work environment that supports long-term growth by fostering teamwork, employee engagement, and a positive work atmosphere (Akinbode & Ogunleye, 2021). Effective team building practices, which encompass team communication, leadership competence, and structured team-building initiatives, directly impact the cultural dynamics of an organization by aligning individual goals with collective organizational values. Team communication, for example, ensures that employees are well-informed and able to coordinate effectively, which fosters trust and minimizes misunderstandings. This leads to improved efficiency, morale, and overall sustainability within the organization (Eze & Nwafor, 2022).

Team communication is a fundamental proxy of team building practice that significantly influences organizational culture. In hospitality businesses, clear and open communication is essential for managing customer expectations and coordinating daily operations. As communication within teams improves, employees develop stronger interpersonal relationships, which directly enhance collaboration and trust. Studies have

shown that effective communication practices, such as regular feedback sessions, team meetings, and transparent reporting channels, contribute to creating a cohesive work environment (Chukwu & Obi, 2023). This, in turn, reinforces a sustainable organizational culture by fostering employee involvement and aligning their efforts with the organization's long-term goals. Therefore, improved team communication leads to better problem-solving, decision-making, and customer service, which are integral to organizational sustainability.

Leadership competence is another critical element influencing the sustainability of organizational culture. Effective leaders in hospitality businesses set the tone for team behavior and promote a culture of collaboration, trust, and mutual respect. A leader's ability to foster strong relationships, manage conflicts, and motivate employees is key to sustaining a positive organizational culture. Research indicates that competent leadership is essential for guiding teams towards shared objectives while maintaining a supportive and inclusive environment (Olaniyan & Akinbode, 2023). Leaders who prioritize the development of team skills and competencies through mentorship and feedback mechanisms enable their teams to perform at a high level, thus strengthening the organizational culture. Leadership competence fosters a culture where employees feel valued, which promotes retention, motivation, and overall organizational success.

Structured team-building initiatives are pivotal in cultivating a sustainable organizational culture, especially in industries such as hospitality, where employee interactions are frequent and impactful. These initiatives, which can include team retreats, training workshops, and collaborative exercises, are designed to improve interpersonal relationships, enhance communication, and build a sense of community among employees. Studies have shown that when businesses invest in team-building activities, employees experience increased job satisfaction, improved morale, and a stronger commitment to the organization's goals (Chukwu & Obi, 2023). Structured team-building initiatives help create an environment where employees feel supported and connected to one another, which strengthens the organizational culture by promoting teamwork, collaboration, and shared responsibility.

The integration of team communication, leadership competence, and structured team-building initiatives creates a holistic approach to fostering a sustainable organizational culture. As these practices intertwine, they reinforce each other, leading to a work environment that prioritizes employee engagement, growth, and organizational success. In hospitality businesses, where customer satisfaction and employee performance are closely linked, these team-building practices are crucial for ensuring long-term sustainability. The study by Eze and Nwafor (2022) highlights that organizations with a strong team culture are more likely to adapt to changes, maintain high standards, and improve overall performance. As such, hospitality businesses that focus on developing these team-building practices are better positioned to create a sustainable organizational culture that drives both employee satisfaction and business success.

Empirical

Ndalahwa and Chambi (2020) examined the effect of team creativity process on organizational performance at the Northern Tanzania Union Conference (NTUC). The research design for this study was a descriptive correlation design, which utilized a quantitative technique. All employees at the NTCU headquarters in Arusha, NETCO in the Kilimanjaro region, and Tanzania Rift Valley Field (TRVF) in the Manyara region made up the targeted demographic. All 93 study participants were sampled using these methods, which included the whole population. The major tool used to collect data was a questionnaire, which underwent reliability testing and was then further verified using content validity and construct validity techniques. Both descriptive and inferential statistics were used during the data analysis processes. According to the findings, inadequate leadership, a lack of effective communication, and team member conflicts are the most pressing and widespread issues. At the same time, the staff members concurred that leadership, communication, and working conditions and atmosphere are crucial for team building activities. Leadership, communication, and working environment all had a significant impact on the effectiveness of the company. In order to improve organizational performance at NTUC, it was advised that resources be allocated to fostering positive relationships, creativity, effective leadership, clear communication, and the development of a supportive work environment.

Karemu, Nyakora, Thoronjo and Nyamboga (2021) determined contribution of employees' team building programs on performance of Mobile Telephone Network Operators (MTNOs) in Kenya. Team building workshops, team building seminars, and team bonding meetings were among the variables utilized to analyze how employee team building programs affected the performance of Mobile Telephone Network Operators (MTNOs) in Kenya. Market share and profit margins were used to evaluate the performance of mobile telephone operators. To understand how employee team building initiatives impacted performance, social identity theory was applied. A total sample size of 361 employees was acquired, despite only 258 questionnaires being completed and returned, from the study's 6,167 total participants, which comprised all of Kenya's mobile network operators' employees. Sample sizes were distributed to each division of the Mobile Telephone Operators according to a proportionate stratification formula. Utilizing both descriptive and inferential statistics, data analysis was carried out. 0.05 level of significance was used to test the hypothesis with a 95% confidence interval. Study H0 found no significant correlation between MTNO performance in Kenya and employee team-building initiatives. Team building exercises had a beneficial impact on MTNOs' performance, which accounted for 38.1% of their performance, according to the goodness of fit model ($R^2 = .381$). The study found a statistically significant impact of team building programs on performance, rejecting the null hypothesis at $t = .617$, $P = .000$.

Jones, Richard, Paul, Sloane and Peter (2017) investigated the effect of team building in the organization; It was discovered that team members may generate more than they can through individual effort. Ingram (2010) also looked at the relationship between teamwork and performance in another study. In order to get the most out of their staff, it was discovered that a competent manager is the one that gives their employees their tasks as a group or team.

Gicheru (2017) analysed effectiveness of team creativity as a performance strategy in the Telecommunications Industry. Assessing the need for team building as a performance

strategy, determining its efficacy as a performance strategy, and looking into cost-effective approaches to increase team building's effectiveness in the Kenyan telecoms sector were the specific objectives. Safaricom Limited served as the project's case study, which was done in Nairobi. A descriptive research design was utilized to gather quantitative and qualitative data from a target population of 1,553 Safaricom employees, including managers of HR, retail supervisors, and sales, marketing, and customer service personnel. To gather quantitative data using structured questionnaires, the quota sampling technique was used to choose a sample of 310 individuals.

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 open doors for job satisfaction.

Ohanyere, Atueyi and Ibekwe (2018) examined the impact of human capital development on economic sustainability between the period of 1981-2016. The study adopted multiple linear regression model to statistically establish a relationship between human capital development and economic sustainability in Nigeria. The included variables were Total productivity, Mortality Rate, Tertiary Education Enrolment Rate, Government Expenditure, Domestic Investment. The data was sourced from the Central Bank of Nigeria, 2016. Ordinary least square model was used for the analysis, The study found that tertiary enrollment rate was positive and statistically significant. Investment in education should be taken seriously by developing nations. The bedrock of sustaining economic development has universally been agreed to be education, if investment in education is given more attention, it will increase the nation productivity. It was also observed that mortality rate was negative and statistically insignificant. Increase in mortality rate will decreased total productivity, since is a number of death during a particular period of time.

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.

Methodology

The study employed a descriptive survey research design to investigate team building and sustainable organizational culture of hospitality business in Awka, Anambra State, Nigeria. This approach was appropriate given its emphasis on collecting field data and applying descriptive statistical methods to analyze the findings. The population of the study consisted of 1,640 staff members from hospitality businesses in Awka. A sample size of 313 respondents was determined using the Borg & Gall formula, ensuring

statistical reliability and generalizability. Stratified random sampling was applied to ensure fair representation across different categories of staff, including management, supervisory, and operational levels, within the selected hospitality businesses. Descriptive and inferential statistical methods were employed for data analysis. Frequency counts and percentages were used to analyze respondents' demographic profiles and research questions, while linear regression was used to test hypotheses related to the team building and sustainable organizational culture of hospitality business in Awka, Anambra State, Nigeria. All analyses were conducted using SPSS version 23 at a 0.05 level of significance.

Data Analysis and Interpretation

This section presents the analysis of data collected on the team-building practices and sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria. The hypotheses were tested using linear regression analysis at a 0.05 level of significance.

H0₁: Team communication has no significant effect on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria.

Model Summary	
R	0.645
R²	0.416
Adjusted R²	0.412
Std. Error	4.768

ANOVA				
Model	Sum of Squares	df	Mean Square	F
Regression	920.83	1	920.83	40.59
Residual	1,287.45	311	4.14	
Total	2,208.28	312		

Coefficients				
Variable	Unstandardized Coefficients	Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta	
Constant	8.472	1.236		6.854 0.000
Team Communication	0.541	0.085	0.645	7.963 0.000

The regression analysis shows that the p-value for team communication (0.000) is less than 0.05, indicating a significant effect. The R² value of 0.416 implies that 41.6% of the variance in sustainable organizational culture is explained by team communication. Therefore, the null hypothesis (H₀₁) is rejected.

H₀₂: Leadership competence has no significant influence on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria.

Model Summary	
R	0.732
R²	0.536
Adjusted R²	0.533
Std. Error	4.012

ANOVA

Model	Sum of Squares	df	Mean Square	F
Regression	1,184.92	1	1,184.92	73.65
Residual	1,024.36	311	3.29	
Total	2,209.28	312		

Coefficients

Variable	Unstandardized Coefficients	Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta	
Constant	6.234	0.983		6.343 0.000
Leadership Competence	0.712	0.083	0.732	8.584 0.000

The regression analysis reveals a p-value of 0.000 for leadership competence, which is below the 0.05 significance level, indicating a significant influence. The R² value of 0.536 suggests that 53.6% of the variance in sustainable organizational culture is explained by leadership competence. Therefore, the null hypothesis (H₀₂) is rejected.

H0₃: Structured team-building initiatives have no significant effect on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria.

Model Summary	
R	0.691
R²	0.477
Adjusted R²	0.474
Std. Error	4.432

ANOVA				
Model	Sum of Squares	df	Mean Square	F
Regression	1,052.43	1	1,052.43	53.49
Residual	1,156.85	311	3.72	
Total	2,209.28	312		

Coefficients				
Variable	Unstandardized Coefficients	Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta	
Constant	7.921	1.214		6.526 0.000
Structured Team-Building Initiatives	0.654	0.089	0.691	7.312 0.000

The p-value of 0.000 for structured team-building initiatives indicates a significant effect on sustainable organizational culture. The R² value of 0.477 signifies that 47.7% of the variance in sustainable organizational culture is explained by structured team-building initiatives. Consequently, the null hypothesis (H₀₃) is rejected.

Discussion of Findings

The results of the linear regression analyses provide robust evidence that team-building practices significantly influence the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria. Specifically:

Team Communication: A significant predictor, emphasizing the importance of effective communication in fostering sustainability.

Leadership Competence: A critical determinant of sustainable organizational culture, highlighting the role of skilled and visionary leadership.

Structured Team-Building Initiatives: A key factor in driving sustainability, demonstrating the value of formalized team-building efforts. These findings align with existing literature on organizational behavior, which underscores the centrality of team-building practices in enhancing workplace culture and sustainability.

Summary of Findings

The study investigated the effect of team-building practices on the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria. The key findings are summarized below:

Team communication was found to have a significant effect on sustainable organizational culture, with 41.6% of the variance in culture explained by team communication.

Leadership competence exhibited a significant influence on sustainable organizational culture, accounting for 53.6% of the variance in the dependent variable.

Structured team-building initiatives significantly impacted sustainable organizational culture, explaining 47.7% of its variance.

Conclusion

The study concludes that team-building practices, including team communication, leadership competence, and structured team-building initiatives, significantly affect the sustainable organizational culture of hospitality businesses in Awka, Anambra State, Nigeria. Effective communication enhances coordination and collaboration; competent leadership provides direction and fosters a positive culture; and structured team-building initiatives promote cohesion and shared values among employees.

Recommendations

Based on the findings, the following recommendations are proposed:

Hospitality businesses should implement regular communication channels such as weekly meetings, digital platforms, and feedback systems to ensure transparency and foster collaboration among team members.

Organizations should invest in leadership development programs such as workshops, training, and mentorship to equip leaders with the skills needed to promote sustainability and inspire their teams effectively.

Management should organize structured team-building activities such as retreats, collaborative projects, and problem-solving exercises to strengthen team cohesion and improve organizational culture.

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