

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**THE IMPACT OF TEAMWORK ON ORGANIZATIONAL PERFORMANCE
IN FIRST CITY MONUMENT BANK (FCMB) LAGOS**

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Business Administration Program**

SEPTEMBER, 2020

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MSc THESIS**

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SEPTEMBER, 2020

DECLARATION

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original to this thesis.

Oludare Ayodeji AFOLAMI

FOREWORD

I am so grateful to God for the love and mercy bestowed on me from the beginning of this program to this present moment. His praises shall forever be adored. I appreciate goes to my amiable and able supervisor Prof. Dr Erginbay UGURLU for his brilliant contributions towards the success of this dissertation. I appreciate God in his life, and I thank him for his intellectual guidance and encouragement which had helped in the accomplishment of this research. My sincere appreciation also goes to my parents, Mr. and Mrs. Afolami for their parental guides and for being there always, may God continue to bless you both in Jesus name. I will be ungrateful if I do not appreciate my family and friends who in one way or the other contribute to the success of this program, I say thank you and God bless you all.

September, 2020

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ABSTRACT

This study had investigated the connection between teamwork and performance of the organization using FCMB as a case study. It was explicitly focused to evaluate the connection between teamwork and organization performance of First City Monument Bank (FCMB) in Nigeria and determine the influence of teamwork on organizational performance of FCMB in Nigeria. Primary data was used to gather information from the participant of FCMB and was analyzed with frequency analysis, reliability test, factor analysis, regression test and correlation test. The findings revealed teamwork cohesion is positive and has significant impact on organizational performance which also implies that a unit increase in teamwork will lead to an increase in organizational performance with value of 0.240. Group potency variable is insignificant and meaning that no effect on organizational performance. Persistent communication exhibited a positive and significant impact on organizational performance while displayed a positive and significant impact on organizational performance. It was concluded that the performance of organization is a subset of operating performance while teamwork is a subset of unit performance and teamwork cohesion gives employees a sense of possession and promotes cooperation. The study also concluded that teamwork cohesion stimulates group potency and improve decision making among employees in FCMB.

Keywords: *Teamwork, cohesion, FCMB, employee, organization performance, Performance,*

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ÖZET

Bu çalışma First City Monument Bank kurumunda ekip çalışması ve performan arasındaki ilişkiyi araştırmaktadır. Bu çalışmada Nijerya'da FCMB örgütsel performans üzerindeki takım çalışmasının etkilerini belirleyebilmek için Nijerya'daki First City Monument Bank'ın (FCMB) ekip çalışması ve organizasyon performansı arasındaki bağlantıyı açık bir şekilde ele almaya odaklanıldı. Kullanılan veriler FCMB çalışanlarına yapılan anketten elde edilen birincil verilerdir. Toplanan veriler; frekans analizi, faktör analizi, regresyon testi ve korelasyon katsayıları kullanılarak analiz edilmiştir. Bulgular, takım çalışması uyumunun olumlu olduğunu ve kurumsal performans üzerinde önemli bir etkiye sahip olduğunu göstermiştir. Grup gücü değişkeninin anlamsız olduğu yani kurumsal performans üzerinde etkisi olmadığı görülmüştür. Kalıcı iletişim kurumsal performans üzerinde olumlu ve anlamlı bir etki göstermiştir. Kurumsal performans üzerinde olumlu ve anlamlı bir etki gösterdiği saptanmıştır. Bir kuruluşun performansının, işletme performansının bir alt kümesi olduğu sonucuna varılmıştır. Ekip çalışması, birim performansının bir alt kümesidir ve ekip çalışması uyumu, çalışanlara sahip olma hissi verir ve işbirliğini teşvik eder. Çalışma ayrıca, takım çalışması uyumunun grup gücünü uyardığı ve FCMB'deki çalışanlar arasında karar verme sürecini iyileştirdiği sonucuna varılmıştır.

Anahtar Kelimeler: *Takım çalışması, uyum, FCMB, çalışan, organizasyon performansı*

1. INTRODUCTION

1.1 Study Overview

Teamwork can be tolerated as one of the factors of survival and a top priority of any organization, and there can be many organizations that have utilized teamwork in some sense to attain market efficiency. It is common to pay attention to service team, manufacture team, management team, or the whole firm, indicating as team which a lot of firms nowadays are poignant to 'team based' activity advancement, this implies that effectiveness in team is a vital way to know whole lot of task carried out in a firm. Therefore, Richard (1991) viewed that managers/owners of labourers know the value of workers as a group and inspiring with the capability to work in that manner. Thus, this amplified competition, which makes leaders at the present, acknowledged the significance of teamwork more than ever before. In this sense, individuals' production can be increased by the teams through the effort of the group. To improve manpower utilization and to raise the performance of individuals it is standard for employees to work in a team in any organization. The way employees in the teamwork confidentially and to increase the productivity of the organization is to support the teamwork from upper-level management. Therefore, been brought into being today business world, employees worked on team projects more than in the past years thus they have a good position to make stronger their acquaintance with facts and bring to a more advanced their skills (Hartenian, 2003). A new investigation demonstrates that work of employee within the team can bring into being an extra amount produced as evaluate to the individual (Jones, Richard, Paul, Sloane & Peter, 2007).

Overall, a resource of the management has meaning for firm achievement that is a machine, management, material, and man. These features in an organization have a far above the ground important role to play. Every organization have more than a few persons to carry out in their charge activities and every framework of organization

variable calculates the range in which an organization offers support or resources to a team, for the team to thrive (Doolen, Hacker & Aken, 2006).

The study of organizational effectiveness affirmed that team-based was used to spot the organizational milieu that contains a team and has been acknowledged by researchers as an important thought. This study employs the theory of social cognition to clarify a teamwork perspective. Besides, the effectiveness of a team shows that competitive advantage tag along with the theory of resource-based view (RBV). The study possesses the task of looking at some aspects such as leadership support, inter-team connection effect, and management collaborative on group effectiveness and team consistency; to test the influence of team cohesion and group potency on firm efficiency using a controlling factor of firm communication.

In addition, the key aspects connected to team consistency are; how do team cohesion and group efficiency impact on the effectiveness of organization? Do the team cohesion and group potency impact on effectiveness organization using a controlling influence of structural communication. Teamwork refers to the notion of working together by people agreeably, as in sports team, sales team, etc. Hence, many big corporations have developed a series of test to determine the ability of prospective employee's teamwork. Thus, most workplaces have taken it as a matter of necessity because teamwork springs workers ways of possession and promotes collaboration (Adeleke, 2008).

1.2 Problem Identified

The purpose of teamwork is to work together towards a common target that offers the essential collaboration in which individuals are motivated in the working relationship to promote reasonable expansion in output and a depth emphasis on the importance of collaborative action for business success (Adeleke, 2008). Adequately organized teamwork help frame various skills on the individual participants, where dynamic problem-solving skills and quick reactions are required as new concepts are incorporated. At an effective teamwork level, learning becomes easier in comparison to the absence of teamwork and individual performance is improved with the enhanced learning (Howard, Turban & Hurley, 2016).

Poor productivity of teamwork has had an influence on the whole output of employee's efficiency of any firm. This have, as a result, created interactive and compartment character against the manager that prompted lesser team courage,

disappointment and even doubt now and again, subsequently low generation at work put this investigation search to appraise the impact of teamwork on the productivity firms using a case of First City Monument Bank, Lagos. It also assessed how to achieve greater productivity with business teamwork strategies, examine the teamwork essentiality in organization's productivity and to deduce on how teamwork can augment organizational productivity. Since no firm can operate alone without a strong team hence, this study makes deductions on how teamwork can enhance organizational productivity.

The expansive goal of this investigation is to evaluate the influence of teamwork on organization efficiency. The extent was restricted to two key human resource segments i.e. teamwork and organizational productivity in First City Monument Bank (FCMB). The research work coverage was confined because of the constrained accessibility of data and time.

1.3 Study Questions

The following questions were attended to:

- i. What is the correlation between teamwork and organizational performance of FCMB in Nigeria?
- ii. How does teamwork affect organizational performance of First City Monument Bank (FCMB) in Nigeria?

1.4 Study Objectives

The explicit aims are listed below:

- i. To evaluate the connection between teamwork and organization performance of First City Monument Bank (FCMB) in Nigeria,
- ii. To determine the influence of teamwork on organization performance of FCMB in Nigeria

1.5 Study Hypotheses

The hypotheses are as follows:

- i. There is no positive significant correlation between teamwork and organization performance of First City Monument Bank (FCMB) in Nigeria.

- ii. Teamwork does not have significant impact on organizational performance of FCMB in Nigeria.

1.6 Study Scope

The study mainly focuses on the impact of teamwork on organizational performance of FCMB in Nigeria. This bank was purposively selected being one of the organizations in Nigeria. The employees of this bank (FCMB) shall be the target population of the study.

1.7 Justification

There are many studies done by the previous researchers relating to the concept of teamwork and its impact. This study further concentrates without deviation from all other empirical studies and attempts to evaluate how teamwork disturbs the efficiency of the organization.

At the completion of this study, it will provide an insightful view to managers and policy makers of organizations and economy the efficient use of teamwork among individuals. It will likewise assist them with knowing whether it's great to fill in as a group or separately, and finally this examination will also fill in for similar studies and researchers who need to lead exploration on this equivalent idea.

2 REVIEW OF LITERATURE

2.1 Conceptual Discussion

2.1.1 Teamwork

Teamwork organization, activities and events usually define the relationship of the employee with the department under which they operate (Wanyeki, maina, Sanyanda & Kiiru, 2019). It follows that work floors being the units of operations, they contribute significantly to the personal image of the employees serving in those departments and shapes their perspective and commitment towards the course of the organization (Suff P & Reilly, 2014). Poor team organization, evaluation, reward system, and leadership will often bring about low morale and negative motivation towards individual performance. The employees usually take their activities sluggishly towards accomplishing basic actions and generally nothing important gets done (Husain, 2011)

According to Steiner (1972), teamwork and the team do not work of fiction ideas; team and teams' concept have been around for a long time. In the early 80s, the auto and assembling enterprises snuggled a most recent team planned tactic at the period that US industries strategically battling Japanese competitor who was quickly getting a bit of the overall industry. Brown *et al.* (1996) watched that administrators initiate the tremendous assortment of research meaning that teams could be increased than the convention business course of action for depending on selections quickly and capable. They included that groups mandate for the rearrangement and re-engineering measures without limits in a way that upfront variations like inspiring involvement and reactions from employees limp in the steadiness make an emotional change.

2.1.1.1 Cognition of Team

Research in human team performance suggests that accomplished groups build up an offer thoughtful or collective rational method used to organize practices by expecting and conceiving needs separately and get used to assignment requests (Bradshaw, 2004). Likewise, for such groups, both implicit and unequivocal coordination systems are huge in smoothing the advance of cooperation forms. Unequivocal coordination occurs over the span of uttered verbal and non-verbal correspondences, while implicit harmonization is assumed to happen completely via the meta-intellectual exercises of colleagues who shared mental methods of what ought to complete, once, and from who (Bradshaw, 2004).

The mental models subsequently permit the colleagues to organize their conduct and enhanced convey contingent on situational requests. Group preparing analysts' points of fact have explained speculations concerning shared cognizance all in all and meanings of models specifically. Early scholars on preparing shared mental method proposed that, for groups to productively arrange their activities, they should obtain by and large held learning structures that allow them to anticipate group conduct in view of sharing execution desires (Cannon-Bowers *et al.* 2001). This involves information of group targets and objectives, however, more unequivocally; it incorporates learning of partner's parts and obligations alongside the group assignments and game-plan and the planning/sequencing of the errand. Two components of effective correspondence between people contain the capacity for every one of the communicators to generally comprehend what the other individual is considering, and to figure out what he/she points at (Dennett, 1997). Dennett recommended that people have 3 alternatives when deciphering a question's activities: physical position, plan position, or purposeful position. Another fundamental key to group execution is the consistency of group comprehension. Basic comprehension among colleagues is associated with higher group viability and it is a critical component of preparing human military groups. A shared trait of perception can be estimated by rating colleague outline comparability (Dennett, 1997).

2.1.2 Organizational Productivity

2.1.2.1 Organization

In correlation, the association in a relative way is in the beginning time of science with the other logical controls. In agreement, different creators of the association hypothesis have an altogether different significance for the course. The reasons for the distinctive significance of association are various. For the defense or clarification of this activity, a consolidated exertion of the association scholars by the promoters of discrete callings at an expert dimension is hard and practically impractical. Supporting of specialized callings, for instance, infer that association, in most of occurrence, frequently allude to as a traditional procedure or an arrangement of bring into or participate in a nearby association the procedures for individual in legal executive, sociologists, market analysts, a social framework or a relationship of individuals, in an appearance of a plainly characterized work at inescapable way. For political researchers, a major element of the social creation is controlled by dimension of association and its legitimate position and so on. While creators that having a place with various regions start to research simply from their places of desire, thus, they caused us to accept the thought being referred to that there are numeral of logical preparing that affirms this position. A rich comprehension among various types of scientists toward the association is in this way solely on a reasonable handy dimension (Carr and Chen, 2003).

2.1.2.2 The organization of work

The organization of work by a human is as old as its labor, irrespective of the simple organizational form that man used in his olden times of working against fauna. The association of work has grown and developed instantaneously with the increased and growing labour. Certainly, the organization of work, prior to date involved the first procedures of obtaining material goods (Edmondson, Roberto and Watkins, 2003). The dilemma of the organization of work continues to occur when the responsibilities become too much that one person alone cannot perform. At the commencement of development, stage organization made efforts and was premised on experience at the very outset. The organization of work had a growing importance during the development and upsurge in production. Experience has replaced scientific research. Overlaying and inappropriate description of the concept of

organization of work and organization of the enterprise, or generally, organizations partly leads to the confusion of the notion (Edmondson, Roberto and Watkins, 2003). Hence, the association of work could be categorized as a sensible human activity that links and coordinates the entire representatives of production to attain the objectives of the organization's tasks. To realize the best possible results at every time, it is specifically required to completely coordinate regarding the measure, value and space of the elements in production process (Edmondson, Roberto & Watkins, 2003).

2.1.2.3 The Organization of an Enterprise

Association of an endeavour alludes to the association of work coordinating with an advancement of the components of generation and social associations, resulting to the improvement of division of work and the foundations when all is said in done, there is an expanded requirement for strong readiness, execution, supervision, and acknowledgment of the creation as a required period of an increasingly decided course of work methodology. Along these lines, association of big business infers just a wide thought regarding the shut disapproved of perspective on the association of work (Fiedler and Garcia, 1987). The natural association and the robotic association are the two ideas of the association of work, which are highlights of the customary hypothesis of association (Fiedler and Garcia, 1987).

2.1.3 Orientation of People

As indicated by Belbin (1993), the direction of individuals comprises of facilitators, group specialist and asset examiners. He places that facilitators take on the ordinary assembly inventor part and have also been insinuated as the official, to manage the assembly in what they see as the purposes. They are every now and again extraordinary group of spectators' individuals and ordinarily organized to get the affection each associate permit. They are calm, pleasant and choose assignments suitably. While their potential weaknesses may allocate an unreasonable measure of good obligation and may will in general be unscrupulous. Collaboration is the all-inclusive communities who help and guarantee the gathering is coordinating and fill the part of arbitrators in the team. They will in general be standard that is extraordinarily fit for their own benefit by sorting out gathering and assisting people getting along. Its potential shortages may be in general be undecided and keep up uncertain positions during talks and essential administration. They explore open

decisions, make contacts, and counsel for resources for the team. They are active and routinely friendly, suggesting that others are every now and again open to them their contemplations. Potential weaknesses of asset specialists are that they lose excitement quickly and normally (Belbin, 1993).

2.1.4 Orientation of Thought

According to Belbin (1993), orientations of thought are Plant, Evaluator of Screen and Expert. Plant as he posited, is the imaginative trend-setter who concocts new opinions and policies. They contemplate to work separately from the group. The potential shortcomings are that their thoughts are so novel while they can be unrealistic occasionally. Evaluators of the screen are best at measuring and evaluating thoughts that other persons think of. The potential shortcomings occasionally are poor inspirations who respond to occasions instead of impelling them. Experts are persons who have detailed info that is projected by taking care of business. They are skillful and maintain their profession in the business. Their work in the team is to be skillful in the region; they succumb totally to their arena of aptitude. The potential shortcomings of these individuals are that they compel their responsibility and brief an interruption with subtleties to the drawback of the all-inclusive strategy (Belbin, 1993).

Table 1: Show the Belbin Team Role

The orientation of Action Roles	Shapers	Challenges the group to move forward
	Implementer	Put thought energetically.
	Complete Finishers	Ensures exhaustive, auspicious fruition
The orientation of People roles	Coordinator	Acts as a Chairperson
	Team worker	Encourages collaboration
	Resource Investigator	Explores outside circumstances.
The orientation of Plant Thought roles	Plant	Presents new thoughts and methodologies
	Screen Evaluator	Analyses the choices

Source: Belbin (1993). *Team Roles at Work*. Oxford: Butterworth-Heinemann.

2.1.5 The Belbin Role Model Tool

As indicated by Belbin (1993), group jobs model can be used in a few different ways which include: (I) usage of it to consider the equalization of group before an endeavor starts. (ii) Usage of it to include and to direct relational differences inside a current group. (iii) Use of it to create others or oneself as a player. Consequently, in the Belbin good example, there are four stages. The initial step is to do with some vague time allotment, watch the individual partners, see how they continue independently, add to the gathering and act inside the gathering. The subsequent advances likewise do with the rundown of the people from the gathering, and for each person that record the key characteristics and traits of the gathering. The third step has to do with the breaks down of everyone's recorded characteristics and inadequacy with the Belbin's delineations of gathering parts, and not the one that most correctly depicts that person. While the fourth step does with the contemplating the going with request.

2.1.6 Stress and Teamwork performance

Practice collaboration includes people cooperating, workers in specific fields that must participate commonly supporting consistent acts to accomplish shared objectives (Dogaru and Donciu, 2014). Increment and diminishing the collaboration worry in the working gathering, relies upon the strategies used to make gathering (Coke, Griffiths, and Barlow, 2003). Under strain, stress choices influence individual who make a fruitful arrangement that are troublesome, and individual side is achieving things. These days, stress is attracting more consideration. Stress is the consequence of poor states of work and contemporary way of life, the quantity of individuals influenced by authoritative pressure and stress is continually expanding wounds. Stress happens when the position is thought little of, or association worried that may influence is the view of individual or aggregate impression of stress. Stress factor can be viewed as any component in the work environment or hierarchical condition, requiring adjustment of the representative year (Dogaru and Donciu, 2014). Probably the greatest wellspring of authoritative pressure has associates.

Cook (1998) as cited by Agarwal and Adjirackeor (2016) asserted that there is a rising understanding among scientists universally that organizations might be completing works through individuals, yet the extraordinary accomplishment lies in the acknowledgment of set objectives and destinations through groups (cooperation). Agarwal and Adjirackeor (2016) further focused on team is not just the formation of every single productive administration, however the methods for refining outcomes in firm performance.

2.2 Theoretical Issues

2.2.1 Tuckman's Theory of Team Development

Model of group advancement was first distributed by Tuckman in 1965. It is basically a hypothesis of how groups create from the earliest starting point of an endeavor as far as possible. As per Tuckman (1965), the five stage's model of advancement of gathering is the phase of framing, phase of raging, arrange norming, performing stage and phase of dismissing. The primary stage clarifies that the fundamental stage in store up progression is portrayed by much helplessness which individual join and begin the route toward describing the social affair's inspiration, structure, and specialist. The subsequent stage is by social affair progression portrayed by the intragroup conflict. The intragroup conflict occurs as individuals restrict control by the social occasion and contrast over the organization. The third stage in the get-together progression, depicted by comfortable associations and cohesiveness. Close relations make as the social event winds up solid and develops its guidelines for palatable lead. Performing stage is the fourth stage in the social event improvement when the get-together is totally utilitarian. A totally pragmatic social occasion structure empowers the get-together to fixate on playing out the primary employment. While the phase of suspending is the last stage in pack headway for temporary get-togethers, depicted by wrapping up activities instead of execution. This is a stimulating time yet an inauspicious one too. There is a sentiment of fulfillment and lost gathering utility (Tuckman, 1965).

2.2.2 Human Teamwork (Theories of Representative)

Paris, Salas, and Cannon-Bowers (2000) have been thought about human gathering frames since the 1950's. As such, they gather the agent hypotheses influencing our cognizance of human coordinated effort into the going with eight classes. Initially,

they placed that social mental procedures show how partners relate and team up with one another. Besides, they show how socio practices approaches business united repercussions of partners' associations and affiliations. Thirdly, how characteristic systems show definitive or functioning circumstances of impact in joint effort. Fourthly, they declared that human resource methodologies show how gatherings utilize the people's capacities and blessings. Also, they placed that mechanical systems relating to imaginative headway. While lifecycle approach indicates how gathering execution changes in the midst of the lifecycle of quality. Also, errand arranged methodology delineates gathering parts, works, and entrusting. Finally, an integrative methodology is a mix of various philosophies.

Gun Bowers and Salas (2001) separate human coordinated effort into three estimations: experiences, aptitudes, and perspectives. The awareness or learning pack incorporates information concerning the errand, for instance, bunch mission, objectives, norms, issue models, and resources. Participation aptitudes incorporate practices, for instance, adaptability, execution checking, activity, correspondence structures, and social coordination. Auras choose the individuals' feelings concerning the gathering as gathering association, shared trust, and criticalness of coordinated effort.

2.2.3 The Organic (Biologist) Theory of Organization

According to the advocates of organic theory of organization, an organization is comparable to a live organism. They argue that an organization implies a live natural whole that has tenaciously connected parts, organs, each of which performs a unique role in an interconnected and coordinated manner to ensure a determined performance of a combined task (Fiedler & Garcia, 1987). The authors view organizations as those which ought to be built, in such a way that all those controlling mechanisms that each living human being has can also be found in the organization (Fielder & Garcia, 1987).

The organic organization is very much adaptive, unstable, and flexible. Instead of standardizing jobs and regulations, the organic organization's unstable structure permits it to adapt quickly as needed. Organic organization is characterized by a division of labour, non-standardization of jobs, and the workers are professionally capable and well trained to solve a wide range of problems (Robinson & Coulter, 2012). Organic organizations require just a few official regulations and little direct

supervision as they have acquired high levels of professional conduct through training (Robinsons & Coulter, 2012).

2.3. Empirical Review

There are studies that say teams may consist of setting teams, for instance setting the team, training team, customer service team, or development and research team.

Delarue, Gryp and Hootegem (2003) wrote on the relation between productivity outcomes, teamwork and team structure among Flemish firms using a cross sectional panel analysis. They found that there is no significant relationship between productivity outcomes and teamwork. Bacon and Blyton (2003) examined teamwork impact on employees' skills using longitudinal analysis. The findings showed that teamwork has an impact on employee skills.

A study by Fedor, Ghosh, Caldwell & Singhal (2003) shows that there are numerous features showing effectiveness of teams such as team leadership, the importance of such margins comprises those between a team member and team leaders (Stock, 2006). Both teamwork level between team leaders and team members with the sort of activities used by teams to realize their purposes, while, (Pearson & Ensley, 2005) claims that business achievement depends on dexterity with other teams and synergy in the top management. These factors are vital to team unity and group strength which finally lead to organizational effectiveness. Therefore, this study centers on the issues that are leadership support, inter-team relationship, collaborative management, and team unity and group strength outcome on organizational effectiveness.

Frobel and Marchington (2005) investigated teamworking structures and worker discernments in British and Germany Multinational Companies. Interview was conducted, and questionnaire were used and distributed to pharmaceutical firms' employees. The study findings revealed that despite the major differences at the two national levels and structure, team member perceptions are surprisingly similar at the two sites.

Manzoor, Ullah, Hussain, and Ahmad (2011) studied teamwork effect on the performance of the employee in Pakistan. They employed correlation and regression analysis and found that a significant positive impact exists between teamwork and employee performance.

Agwu (2015) investigated the linking between teamwork and employee performance in Nigeria. He employed descriptive research design where questionnaire distribution was randomly used to gather the data. The findings showed that there exists significant connection between teamwork and employee performance.

Boakye (2015) examined the influence teamwork has on employee performance in Ghana using convenience and purposive form of sample techniques. The correlation analysis affirmed that teamwork and other measures variable are positively related with organization performance during the study period.

Ooko & Odundo (2015) assert that effective teamwork positively influences organizational performance. Organizations throughout the world are working very hard to enhance their teams' effectiveness to gain global competitiveness. Presently, many organizations have employed teamwork as an important element that helps achieve success. Mbinya (2013) asserts that most organizations have adopted teamwork to accomplish their performance targets.

Işık, Timuroğlu, and Aliyev (2015) wrote on the connection between trust and teamwork in Turkey. The study employed regression analysis and found that positive connection exists between teamwork and trust.

Salman and Hassan (2016) studied teamwork and employee efficiency applying descriptive and exploratory design in Malaysia. 107 subjects were used from the population of the selected entertainment company. It was indicated that all the selected features exhibited significant associations with teamwork. Mores so, some independent variables revealed positive and significant influence on employee efficiency.

Agarwal & Adjirackor's (2016) empirically studied teamwork impact on organizational output in Ghana. The general results of Agarwal & Adjirackor (2016) show that teamwork results in benefits such as increased productivity, improved organizational performance, competitive edge and enhanced product quality and quantity greatly contributes to productivity in organizations in comparison to other factors. The authors argued that employers could enhance their organizations' performances through increasing the level of teamwork and making efforts to increase individuals' performance levels, but to be successful, they need to consider the quantity and kind of teamwork provided.

Khan and Al-Mashikhi (2017) evaluated teamwork on employee performance in the financial sector particularly banking where the study collected data from 120

employees using correlation method and regression test. The study revealed that positive and direct connection exists between teamwork and employees' performance.

Abuzid and Abbas (2017) wrote on the impact of teamwork on organization performance in Saudi Arabia. Descriptive analysis and structural equation modelling were used as the study techniques and found that positive connection exist between teamwork and organizational performance.

Septiani and Gilang (2017) investigated teamwork influence on the performance of the employee in Indonesia. Descriptive analysis and regression analysis results found that teamwork influences employee's performance insignificantly.

Kelemba, Chepkilot and Zakayo (2017) wrote on the relationship between teamwork practices and employee performance in Kenya. They employed descriptive analysis and reported that teamwork enhances changes, innovation, democracy and creativity.

Sanyal and Hisam (2018) investigated teamwork impact on work performance of faculty members in Dhofar University. Primary source of data was employed for analytical purpose. This study revealed that there is a significant association between teamwork, climate of trust, leadership and structure, rewards, and the performance of the faculty members during the study period in Oman at Dhofar University.

Phina, Arinze, Chidi, and Chukwuma (2018) wrote on teamwork effect on employee performance among SMEs in Nigeria. Correlation and regression analysis were used and found that teamwork measures reveal positive and significant impact on the employees' output

Wanyeki, Maina, Sanyanda and Kiiru (2019) studied the influence of teamwork on worker performance in Kenyatta University. Interview and questionnaire were used as the method of data collection from the purposive respondent in the study. It was found that teamwork has proven to be closely related to the performance of the individual employee.

Abdule and Aydintan (2019) wrote on the connection between teamwork and employee performance in Somalia. They used regression analysis and found that teamwork measures have positive significant impact on employee performance.

Table 2: Empirical Summary

Author Name & Year	Nation	Heading	Findings
Delarue, Gryp and Hoote gem (2003)		wrote on the relation between productivity outcomes, teamwork and team structure among Flemish firms using a cross sectional panel analysis	They found that there is no significant relationship between productivity outcomes and teamwork.
Bacon and Blyton (2003)	UK	examined teamwork impact on employees' skills using longitudinal analysis	The findings showed that teamwork has an impact on employee skills
Frobel and Marchington (2005)	British and Germany	Teamworking structures and worker perceptions in British and Germany Multinational Companies.	Despite the major differences at the two national levels and structure, team member perceptions are still similar.
Manzoor, Ullah, Hussain, and Ahmad (2011)		Studied teamwork effect on the performance of the employee in Pakistan.	found that a significant positive impact exists between teamwork and employee performance

Agwu (2015)	Nigeria	Teamwork and employee performance in Nigeria.	The findings showed that there exists significant relationship between teamwork and employee performance.
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Source: Writer's computation (2020)

Table 3: Empirical Summary Continues

Boakye (2015)	Ghana	Teamwork has on employee performance in Ghana	Teamwork and other measures variable are positively related with organization performance during the study period.
Işık, Timuroğlu, and Aliyev (2015)	Turkey	Wrote on the connection between trust and teamwork in Turkey.	The study employed regression analysis and found that positive connection exists between teamwork and trust.
Salman Hassan (2016)	Malaysia	Teamwork and its effect on employee performance.	This study found that all the selected features have significant associations with teamwork.
Agarwal & Adjirackor (2016)	Ghana	Teamwork impact on organizational productivity in Ghana.	There exists positive significant impact of the explanatory on the control variable

Khan and Al-Mashikhi (2017)		Teamwork on employee performance in the financial sector particularly banking	The study revealed that positive and direct connection exist between teamwork and employees' performance
Abuzid and Saudi Abbas (2017)	Saudi Arabia	Wrote on the impact of teamwork on organization performance in Saudi Arabia.	Found that positive connection exists between teamwork and organizational performance.

Source: Writer's computation (2020)

Table 4: Empirical Summary Continues

Septiani and Gilang (2017)	Indonesia	Investigated teamwork influence on the performance of the employee in Indonesia.	Descriptive analysis and regression analysis results found that teamwork influences employee's performance insignificantly.
Kelemba, Chepkilot and Zakayo (2017)	Kenya	Examined the relationship between teamwork practices and employee performance.	They employed descriptive analysis and reported that teamwork enhances changes, innovation, democracy and creativity.
Sanyal and Hisam (2018)	Oman	Teamwork on work performance of faculty members in Dhofar university.	This study revealed that there is a strong and significant association between the dependent and independent variables.
Phina, Arinze, Chidi, and Chukwuma (2018)	Nigeria	Wrote on teamwork effect on employee performance among SMEs in Nigeria.	Correlation and regression analysis found that teamwork measures reveal positive

			and significant impact on the employees' output
Wanyeki, Maina, Sanyanda and Kiiru (2019)	Kenya	Focused on the impact of teamwork on employee performance in Kenyatta University.	It was found that teamwork has proven to be closely related to the performance of the individual employee.
Abdule Aydintan (2019)	Somalia	Wrote on the connection between teamwork and employee performance in Somalia	It was found that teamwork has proven to be closely related to the performance of the individual employee

Source: Writer's computation (2020)

3 STUDY METHOD

3.1 Research Design

Research design is the arrangement and structure of examination to acquire responses to study enquiries (Mugenda and Mugenda 2004). This examination utilized descriptive review method in getting data from the audience. Descriptive review research portrays outline of individuals, events, or record of the characteristics, for example direct, evaluations, limits, feelings, and learning of an individual, condition or assembling. The illustrative survey strategy was favored asserting it ensured all out depiction of the situation, guaranteeing that there is least inclination in the gathering of data.

3.2 The Study Population

The population was focused on the workers of the First City Monument Bank, Lagos. FCMB Limited is a member of FCMB Group Plc, which is among the top institutions in Nigeria. According to 2016 financial report of FCMB, the employee

strength is 3485 where male employee is 2125 and female is 1360. FCMB has about 44 branches in Lagos.

3.3 Sample and Sampling Techniques

The study sample consists of some selected employees of FCMB within Lagos. 220 employees shall be involved in the survey from all 44 branches of Lagos state using multi-stage selection procedure. Firstly, the stage includes the selection of twenty-two (22) branches of FCMB randomly from different areas in Lagos. Lastly, this stage involves the random selection of one hundred and fifty (150) employees from the selected branches of FCMB.

3.4 Study Instrument

The tool utilized for the gathering of information was self-developed poll which will be positioned for the reliant variable and free factors with five-Likert scale, for example, strongly agree, agree, undecided, strongly disagree, and disagree. This poll was isolated into three segments. Section A comprises of the statistic attributes of the participants (area, sex, scholarly and proficient capability of participants) while Section B contains data on participants' perspectives on impact of teamwork on organizational performance in First City Monument Bank (FCMB) Lagos.

3.5 Study Validity

This study adopted a face, substance and construct validity. The face validity measures the extent to which the questionnaire measures the inquiries brought up in the exploration issues, while the substance validity will be utilized to quantify the capacity of the inquiries in the survey to be replied by the participants. The questions were exposed to master's remarks and suggestions before being controlled. The construct form of the examination instrument was submitted to factor-investigation utilizing segment investigation with varimax pivot.

3.6 Study Reliability

To guarantee the unwavering quality of the tool in this investigation, the examination instrument was exposed to test-retest strategy, whereby the instrument will be controlled to a group of academia and students and traders and response was analyzed using coefficient alpha (also known as Cronbach's alpha) and based on the rule of thumb, a Cronbach Alpha coefficient above 0.5 is considered reliable.

Table 5.1: Reliability Report

Cronbach's Alpha	N of Items
.941	11

Source: Author's calculation

The survey was subjected to reliability test to know whether the questions are reliable for the study. However, the reliability report using Cronbach's Alpha reported the value of 0.941 (94.1%) indicating that the questions have above 94% reliable in aiming at the objective of the study?

3.7 Analysis (Regression & Correlation)

The analyses conducted in this study are regression and correlation. The regression analysis was used to examine the relationship between the dependent variable and the independent variables. The dependent variable is organizational performance as against the independent variables such as teamwork cohesion, group potency, persistent communication, and incentives. This is established to capture the impact of the independent variables on the dependent variable. More so, correlation analysis was used to capture the relationship or association-ship between variables.

3.8 Model Specification

The study model is presented in a functional model and it is presented as below:

$$OGP = f(TC, GP, PC, IN)$$

Where

OGP – Organizational Performance

TC – Teamwork Cohesion

GP – Group Potency

PC – Persistent Communication

IN – Incentives

4. RESULTS AND FINDINGS

This discusses the result of the analyses ranging from frequency analysis which describes the percentage and its valid percentage including the cumulative percentage of the respondents. Factor analysis was used to measure the variation of the items in the questionnaire, the items in the questionnaire was subjected to reliability testing of Cronbach Alpha. Furthermore, regression analysis was used to measure the impact of the dependent variable as against the independent variables. Analysis of regression includes several variations, for example linear, multiple linear and nonlinear. Lastly, correlation analysis was conducted to measure the relationship between the selected scaling variables. Correlation analysis is a mathematical tool used to determine the intensity of the relation between two response variables. A strong correlation implies that two variables have a close association, while a low correlation means that the variables are barely connected. That's, it is the method of

analyzing the impact of the relationship with the statistical data. The reports are presented accordingly.

4.1 Demographic Output

Table 6: Gender

	Freq	Percent	Valid %	Cumulative %
Female	59	48.8	48.8	48.8
Male.	62	51.2	51.2	100.0
Total.	121	100.0	100.0	

Source: Author's calculation

In the Table 1 above, the report shows that 59 of the participants are female while the 62 participants are male. This concludes that male respondents are more than the female respondents.

Table 7: Marital Status

	Freq.	%	Valid %	Cumulative Percent
Single	5	4.1	4.1	4.1
married	116	95.9	95.9	100.0
Total	121	100.0	100.0	

Source: Author's calculation

5 respondents are single according to the participants marital status while 116 respondents are married. This is clear evidence that married participants are more than the single participants.

Table 8: Age

	Freq.	%	Valid %	Cumulative %
18–29yrs	2	1.7	1.7	1.7
30–39yrs	65	53.7	53.7	55.4
40-49yrs	32	26.4	26.4	81.8
above 50yrs	22	18.2	18.2	100.0
Total	121	100.0	100.0	

Source: Author's calculation

2 respondents are between the age of bracket of 18-29years, 65 respondents are between 30-39year bracket, 32 are between 40-49years while 22 respondents are

above 50years of age. This shows that age bracket 30-39years has the higher percent followed by 40-49years, above 50yrs and 18-29years separately.

Table 9: Academic Level

	Freq.	%	Valid %	Cumulative %
OND	103	85.1	85.1	85.1
HND/BSC	4	3.3	3.3	88.4
MSc/MBA	2	1.7	1.7	90.1
Ph.D.	12	9.9	9.9	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The academic qualification of the respondents revealed that 103 respondents are OND holders, 4 respondents are HND/BSC holders, 2 are MSC/MBA holders while 12 respondents are Ph.D. holders. This implies that OND holders are the major participants followed by Ph.D., HND/BSC and MSC/MBA.

Table 10: How long have you been in the organization?

	Freq.	%	Valid %	Cumulative %
Less than 5years	19	15.7	15.7	15.7
5-8years	23	19.0	19.0	34.7
9-12years	51	42.1	42.1	76.9
13-16years	9	7.4	7.4	84.3
17years and above	19	15.7	15.7	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The report of the above table shows 19 respondents are than less than 5years in working for the organization, 23 respondents are between 5-8years, 51 respondents are between 9-12years, 9 respondents are between 13-16years while 19 respondents are 17years and above. This infers that the respondents between 9-12years has the higher participants followed by 5-8years, 17 years and above, less than 5years, and 13-15years.

4.2 Frequency Analysis

Table 11: First City Monument Bank performance is not majorly achieved with teamwork

	Freq.	%	Valid %	Cumulative %
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Strongly Agree	59	48.8	48.8	48.8
Agree	24	19.8	19.8	68.6
Undecided	20	16.5	16.5	85.1
Disagree	10	8.3	8.3	93.4
Strongly Disagree	8	6.6	6.6	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The report revealed that 59 participants strongly agreed that First City Monument Bank (FCMB) performance is not majorly achieved with teamwork, 24 participants agreed, 20 participants are undecided to the question, 10 participants disagreed, while 8 of the partakers strongly disagreed. This is said that major concur that First City Monument Bank (FCMB) performance is not majorly achieved with teamwork.

Table 12: The performance of your organization is a subset of operating performance while teamwork is a subset of unit performance

	Freq	%	Valid %	Cumulative %
Strongly Agree	72	59.5	59.5	59.5
Agree	22	18.2	18.2	77.7
Undecided	10	8.3	8.3	86.0
Disagree	9	7.4	7.4	93.4
Strongly Disagree	8	6.6	6.6	100.0
Total	121	100.0	100.0	

Source: Author's calculation

72 participants strongly agreed that the performance of their organization is a subset of operating performance while teamwork is a subset of unit performance in Table 7, 22 participants agreed, 10 participants are undecided, 9 respondents disagreed while 8 participants strongly disagreed. This means that the performance of your organization is a subset of operating performance while teamwork is a subset of unit performance.

Table 13: Teamwork cohesion gives employees a sense of possession and promotes cooperation

	Freq.	%	Valid %	Cumulative %
Strongly Agree	47	38.8	38.8	38.8
Agree	37	30.6	30.6	69.4

Undecided	21	17.4	17.4	86.8
Disagree	10	8.3	8.3	95.0
Strongly Disagree	6	5.0	5.0	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The report of Table 8 indicated that 47 of the participants strongly agreed that teamwork cohesion gives employees a sense of possession and promotes cooperation, 37 of them agreed, 21 participants are undecided, 10 participants disagreed, while 6 of the participants strongly disagreed, implying that most of the participants agree that teamwork cohesion gives employees a sense of possession and promotes cooperation.

Table 14: Group potency affects the effectiveness of your organization at all level of performance

	Freq.	%	Valid %	Cumulative %
Strongly Agree	49	40.5	40.5	40.5
Agree	44	36.4	36.4	76.9
Undecided	12	9.9	9.9	86.8
Disagree	14	11.6	11.6	98.3
Strongly Disagree	2	1.7	1.7	100.0
Total	121	100.0	100.0	

Source: Author's calculation

49 participants with 40.5% strongly agreed that group potency affects the effectiveness of your organization at all level of performance, 44 of the participants indicating 46.4% agreed, 12 participants representing 9.9% are undecided, 14 participants with 11.6% disagreed while 2 respondents representing 1.7% strongly disagreed. This means that group potency affects the effectiveness of your organization at all level of performance.

Table 15: Teamwork cohesion stimulates group potency and improve decision making among employees in First City Monument Bank

	Freq.	%	Valid %	Cumulative %
Strongly Agree	63	52.1	52.1	52.1
Agree	33	27.3	27.3	79.3
Undecided	12	9.9	9.9	89.3
Disagree	6	5.0	5.0	94.2
Strongly Disagree	7	5.8	5.8	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The report revealed that 63 participants strongly agreed that teamwork cohesion stimulates group potency and improve decision making among employees in First

City Monument Bank, 33 participants agreed, 12 participants are undecided to the question, 6 partakers disagreed, while 7 of the participants strongly disagreed. This could be said that teamwork cohesion stimulates group potency and improve decision making among employees in First City Monument Bank.

Table 16: Persistent organizational communications among all levels encourages teamwork cohesion in your organization

	Freq.	Percent	Valid %	Cumulative %
Strongly Agree	58	47.9	47.9	47.9
Agree	28	23.1	23.1	71.1
Undecided	20	16.5	16.5	87.6
Disagree	11	9.1	9.1	96.7
Strongly Disagree	4	3.3	3.3	100.0
Total	121	100.0	100.0	

Source: Author's calculation

In Table 11, 58 participants strongly agreed that persistent organizational communications among all levels encourages teamwork cohesion in your organization, 28 participants agreed, 20 participants are undecided, 11 participants disagreed while 4 respondents strongly disagreed to the subject matter. This means that persistent organizational communications among all levels encourages teamwork cohesion in your organization.

Table 17: Low productivity is as a result of lack of teamwork cohesion and group potency of the organization

	Freq.	%	Valid %	Cumulative %
Strongly Agree	68	56.2	56.2	56.2
Agree	29	24.0	24.0	80.2
Undecided	8	6.6	6.6	86.8
Disagree	12	9.9	9.9	96.7
Strongly Disagree	4	3.3	3.3	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The report revealed in Table 12 shows that 68 respondents strongly agreed that low productivity is as a result of lack of teamwork cohesion and group potency of the organization, 29 respondents agreed, 8 respondents are undecided to the question, 12 participants disagreed, while 4 of the respondents strongly disagreed. This is said that

majority agree that low productivity is as a result of lack of teamwork cohesion and group potency of the organizations.

Table 18: Output increases when teamwork exists while your organization supervision is minimal

	Freq.	%	Valid %	Cumulative %
Strongly Agree	71	58.7	58.7	58.7
Agree	23	19.0	19.0	77.7
Undecided	13	10.7	10.7	88.4
Disagree	9	7.4	7.4	95.9
Strongly Disagree	5	4.1	4.1	100.0
Total	121	100.0	100.0	

Source: Author's calculation

71 participants strongly agreed that output increases when teamwork exists while your organization supervision is minimal in Table 13, 23 participants agreed, 13 participants are undecided, 9 participants disagreed while 5 respondents strongly disagreed to the subject matter. This implies that output increases when teamwork exists while your organization supervision is minimal.

Table 19: Your organization neglects low and middle levels teamwork for organizational communication within the top-level management

	Frequency	%	Valid %	Cumulative %
Strongly Agree	53	43.8	43.8	43.8
Agree	39	32.2	32.2	76.0
Undecided	13	10.7	10.7	86.8
Disagree	8	6.6	6.6	93.4
Strongly Disagree	8	6.6	6.6	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The above table revealed that 53 respondents strongly agreed that their organization neglects low and middle levels teamwork for organizational communication within the top-level management, 39 participants agreed, 13 participants are undecided to the question, 8 participants disagreed, while 8 of the participants strongly disagreed. This is concluded that organization neglects low and middle levels teamwork for organizational communication within the top-level management.

Table 20: Incentives are mostly used in motivating employees rather than encouraging group potency in your organization

	Freq.	%	Valid %	Cumulative %
Strongly Agree	74	61.2	61.2	61.2
Agree	21	17.4	17.4	78.5
Undecided	14	11.6	11.6	90.1
Disagree	6	5.0	5.0	95.0
Strongly Disagree	6	5.0	5.0	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The respondents' report in the table above shows 74 participants with 61.2% strongly agreed that incentives are mostly used in motivating employees rather than encouraging group potency in your organization, 21 of the participants with 17.4% agreed, 14 of them are undecided, 6 indicating 5.0% respondents disagreed while 6 respondents strongly disagreed to the subject matter which implies that incentives are mostly used in motivating employees rather than encouraging group potency in your organization.

Table 21: Teamwork cohesion expands the output of each employee through collaboration

	Freq.	%	Valid %	Cumulative %
Strongly Agree	79	65.3	65.3	65.3
Agree	16	13.2	13.2	78.5
Undecided	11	9.1	9.1	87.6
Disagree	8	6.6	6.6	94.2
Strongly Disagree	7	5.8	5.8	100.0
Total	121	100.0	100.0	

Source: Author's calculation

The report revealed that 79 participants strongly agreed that teamwork cohesion expands the output of each employee through collaboration, 16 participants agreed, 11 participants are undecided to the question, 8 respondents disagreed, while 7 of the participants strongly disagreed. This is said that major concur that teamwork cohesion expands the output of each employee through collaboration.

4.3.1 Factor Analysis

Table 22: Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings
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	Total	%	of Cumulative	Total	%	of Cumulative
		Variance	%		Varian	%
					ce	
1	7.547	68.606	68.606	7.547	68.606	68.606
2	1.048	9.531	78.137	1.048	9.531	78.137
3	.555	5.042	83.179			
4	.500	4.547	87.726			
5	.354	3.218	90.944			
6	.258	2.346	93.290			
7	.213	1.937	95.227			
8	.195	1.774	97.001			
9	.143	1.304	98.305			
10	.105	.956	99.260			
11	.081	.740	100.000			

Source: Author's calculation

Table 18 displays the variance explained by the component of the questionnaire. From the extraction sums of squared loading of the cumulative, the first two components values are 68.606 and 78.137 respectively. This means that the second component has revealed a higher variation of 78% which signifies a goodness of fit in the study.

4.4 Descriptive Analysis

Table 23: Descriptive Statistics

	N	Minimu	Maximu	Mean	Std.	Skewness	Kurtosis		
	Statistic	m	m	Statistic	Deviation	Statistic	Statistic	Std.	Std.
		Statistic	Statistic			Statistic	Statistic	Error	Error
Organizational Performance	121	1	5	1.83	1.247	1.393	.220	.739	.437
Teamwork Cohesion	121	1	5	2.10	1.158	.918	.220	.035	.437
Group Potency	121	1	5	1.98	1.060	.988	.220	.113	.437
Persistent Communication	121	1	5	1.97	1.147	-.975	.220	.040	.437
Incentives	121	1	5	1.75	1.149	1.505	.220	1.332	.437
Valid N (listwise)	121								

Source: Author's calculation

The descriptive analysis shows that minimum, maximum, mean, standard deviation, skewness, and kurtosis statistics. The reports reveal that the average value of organizational performance is 1.83, teamwork cohesion is 2.10, group potency is

1.98, persistent communication is 1.97 and incentives is 1.75. The standard deviation values were also presented and are smaller in unit. More so, the skewness statistic shows that all the variables are positively skewed except persistent communication which is negatively skewed. The Kurtosis statistic reveals that all the proxies are thin tailed in nature that is they are smaller in value (not more than 3).

4.5 Correlation Analysis

Table 24: Correlation

		Organizational Performance	Teamwork Cohesion	Group Potency	Persistent Communication	Incentives
Organizational Performance	Pearson Correlation	1	.716**	-.079	.707**	.738**
	Sig. (2-tailed)		.000	.391	.000	.000
	N	121	121	121	121	121
Teamwork Cohesion	Pearson Correlation	.716**	1	-.113	.724**	.670**
	Sig. (2-tailed)	.000		.216	.000	.000
	N	121	121	121	121	121
Group Potency	Pearson Correlation	-.079	-.113	1	-.097	-.032
	Sig. (2-tailed)	.391	.216		.292	.724
	N	121	121	121	121	121
Persistent Communication	Pearson Correlation	.707**	.724**	-.097	1	.619**
	Sig. (2-tailed)	.000	.000	.292		.000
	N	121	121	121	121	121

Incentives	Pearson Correlation	.738**	.670**	-.032	.619**	1
	Sig. (2-tailed)	.000	.000	.724	.000	
	N	121	121	121	121	121

Source: Author's calculation

Table 20 shows the report of the correlation analysis carried in the study. The result reveals that organizational performance and teamwork have positive relationship between each other, and it is bi-directional. Organizational performance and group potency have a negative relationship between each other, and it is bi-directional. Organizational performance and persistent communication reveal a positive association-ship between one another while Organizational performance and incentives also show positive relationship between each other during the study period.

Re-statement of Hypothesis

H01: There is no positive significant correlation between teamwork and organization performance of First City Monument Bank (FCMB) in Nigeria.

Hi: There is positive significant correlation between teamwork and organization performance of First City Monument Bank (FCMB) in Nigeria.

Decision Rule:

	Correlation Value	Sig
Organizational Performance and Teamwork Cohesion	.716**	0.000
Organizational Performance and Group Potency	-.079	0.391
Organizational Performance and Persistent Communication	.707	0.000

The null hypothesis that no positive significant relationship between organizational performance and teamwork fail to be accepted that is, there is a positive significant relationship between organizational performance and teamwork cohesion.

The null hypothesis that no positive significant relationship between organizational performance and group potency fail to be rejected, indicating that there is no positive significant relationship between organizational performance and group potency.

The null hypothesis that no positive significant relationship between organizational performance and persistent communication fail to be accepted, indicating that positive significant relationship exists between organizational performance and persistent communication.

4.6 Regression Analysis

Table 25: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.658	.729

a. Predictors: (Constant), Incentives, Group Potency, Persistent Communication, Teamwork Cohesion

Source: Author's calculation

The result in the above table shows that the R-squared is moderately good with the value of 0.669 (66.9%) implying that the multiple coefficient of determination (R-squared) is above average that is all the coefficient of the independent variables have above 66% variation in the dependent.

Table 26: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	124.972	4	31.243	58.718	.000 ^b
1	Residual	61.722	116	.532		
	Total	186.694	120			

Source: Author's calculation

The ANOVA presented in Table 22 shows the result of the F-statistic and its significance. The result shows the F-stat value of 58.718 and its significance value of 0.000. This specifies that the F-stat is significant that the control variables jointly can impact the explanatory variable.

Table 27: Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta	Std. Error	

	(Constant)	-.052	.200		-.258	.797
	Teamwork Cohesion	.259	.092	.240	2.82	.006
1	Group Potency	-.013	.063	-.011	-.207	.837
	Persistent Communication	.307	.087	.283	3.52	.001
	Incentives	.436	.081	.402	5.38	.000

a. Dependent Variable: Organizational Performance

Source: Author's calculation

The coefficient of the regression analysis revealed in table 23 displays the independent variables coefficient contributions to the dependent variable. It shows that teamwork cohesion coefficient value is 0.240 with significant value of 0.006. This indicates that teamwork cohesion is positive and significant to impact on organizational performance which also implies that an increase in teamwork will lead to a rise in organizational efficiency with value of 0.240. Group potency coefficient value reveals -0.11 with significant value of 0.837 indicating that group potency is negative and not significant to impact on organizational performance during the survey. Persistent communication coefficient value is 0.283 with significant value of 0.001 meaning that persistent communication is positive and significant to impact on organizational performance. However, incentives coefficient value is 0.402 with significant value of 0.000, indicating that incentives exhibits a positive and significant impact on organizational performance.

Re-statement of Hypothesis

Ho2: Teamwork does not have significant impact on organizational performance of FCMB in Nigeria.

Hi: Teamwork has significant impact on organizational performance of FCMB in Nigeria.

Decision Rule:

	Correlation Value	Sig
Teamwork Cohesion	.259	0.006

The null hypothesis is rejected indicating that teamwork cohesion has positive impact on organizational performance

Group Potency	-.013	0.837
---------------	-------	-------

The null hypothesis fails to be rejected, implying that group potency has a negative and insignificant impact on organizational performance

Persistent Communication	.307	0.001
--------------------------	------	-------

The null hypothesis is rejected that is, persistent communication has a positive and significant impact on organizational performance.

5 CONCLUSION

The broad objective of this study aimed to examine the Impact of teamwork on organizational performance in First City Monument Bank. Though, some specific objectives were focused to achieve the broad objective which are to evaluate the correlation between teamwork and organization performance of First City Monument Bank in Nigeria, and to determine the impact of teamwork on organizational performance of FCMB in Nigeria. This subject has been discussed by the previous research as to establish whether there exists any connection between teamwork and the performance of the organization. Meanwhile, the inconsistency in the findings of these scholars prompted the motivation to further examine this study in a financial sector content in Nigeria.

Several empirical reviews were carried out from the existing literature; the conceptual clarifications, theoretical issues and empirical reviews were been discussed above. The study used raw data which was sourced using questionnaire that was distributed to the participants of the First City Monument Bank (FCMB) in Nigeria. The methods employed were frequency analysis, descriptive analysis, and correlation and regression analysis.

The findings revealed that organizational performance and teamwork, organizational performance and persistent communication, and organizational performance and incentives show positive relationship between each other during the study period while organizational performance and group potency revealed a negative relationship between each other, and it is bi-directional. The descriptive statistics showed that all the variables are positively skewed except persistent communication which is negatively skewed, and all the proxies are thin tailed in nature that is they are smaller in value (not more than 3).

More so, teamwork cohesion is positive and has significant impact on organizational performance which also implies that a unit increase in teamwork will lead to an increase in organizational performance with value of 0.240. Group potency revealed a negative and not significant impact on organizational performance, persistent communication exhibited a positive and significant impact on organizational performance while displayed a positive and significant impact on organizational performance.

Teamwork in an organization setting has been opined by some researcher as a vital tool in efficient utilization of resources. Accordingly, this study carried out the connection between teamwork and organizational performance, some conclusions are made in line with the analysis and findings. It was concluded that the performance of organization is a subset of operating performance while teamwork is a subset of unit performance and teamwork cohesion gives employees a sense of possession and promotes cooperation. The study also concluded that teamwork cohesion stimulates group potency and improve decision making among employees in FCMB.

More so, the study equally concluded that organizational performance, teamwork, persistent communication, and incentives have positive relationship between one another which is bi-directional. Furthermore, teamwork cohesion exerts positive and significant impact on organizational performance, group potency revealed a negative and not significant impact on organizational performance, persistent communication

exhibited a positive and significant impact on organizational performance while displayed a positive and significant impact on organizational performance.

According to the findings and conclusion, it was recommended that; the managers including the top management should persistently communicate to encourages teamwork cohesion thereby stimulates group potency and improve decision making among employees in their organization. Also, management should encourage not to neglect low and middle levels to focus on top-level management in organizational communication and teamwork cohesion. Moreover, management at all levels should improve on the incentives of the employees and this will in turn expands the collaboration and output of each employee either financial or non-financial incentive.

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APPENDICES

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Appendices I: Questionnaire

RESEARCH QUESTIONNAIRE

Instruction: Please choose / tick where appropriate
Section A involves personal information and section B states the direction
towards which the research questions should be answered.

SECTION A

1. Gender: a. Male () b. Female ()

2. Marital Status: a. Single () b. Married ()
3. Age: a. 18 – 29 years () b. 30 – 39 years () c. 40 – 49 years ()
d. above 50 ()
4. Academic qualification: a. OND () b. HND/BSC () c. MSc/MBA () d. Ph.D.
() e. Professional qualification/others ()
5. How long have you been with the organization? (a) Less than 5 years () (b) 5-8 years () (c) 9-12 years () (d) 13-16 years () (e) 17 years and above ()

SECTION B

This section is to ask questions and seek opinions relating to the impact of teamwork on organizational performance in First City Monument Bank (FCMB) Lagos. Kindly indicate your opinion on the impact of teamwork on organizational performance in First City Monument Bank (FCMB). There is no wrong or right answer. Your sincere opinion will be appreciated.

The keys are highlighted below:

SA = Strongly Agree A = Agree U = Undecided D = Disagree SD = Strongly Disagree

	SA	A	UN	D	SD
First City Monument Bank performance is not majorly achieved with teamwork					
The performance of your organization is a subset of operating performance while teamwork is a subset of unit performance					
Teamwork cohesion gives employees a sense of possession and promotes cooperation					
Group potency affects the effectiveness of your organisation at all level of performance					
Teamwork cohesion stimulates group potency and improve decision making among employees in First City Monument Bank					
Persistent organizational communications among all levels encourages teamwork cohesion in your organization					
Low productivity is as a result of lack of teamwork cohesion and group potency of the organization					
Output increases when teamwork exist while your organization supervision is minimal					
Your organization neglects low and middle levels teamwork for organizational communication within the top-level management					
Incentives are mostly used in motivating employees rather than encouraging group potency in your organization					

Teamwork cohesion expands the output of each employee through collaboration					
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**Appendices II: Analysis
Frequency Table**

Gender				
	Freq.	Percent	Valid Percent	Cumulative Percent
Female	59	48.8	48.8	48.8
Male	62	51.2	51.2	100.0

Total	121	100.0	100.0
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Marital Status

	Freq.	Percent	Valid Percent	Cumulative Percent
Single	5	4.1	4.1	4.1
married	116	95.9	95.9	100.0
Total	121	100.0	100.0	

Age

	Freq.	Percent	Valid Percent	Cumulative Percent
18-29yrs	2	1.7	1.7	1.7
30-39yrs	65	53.7	53.7	55.4
40-49yrs	32	26.4	26.4	81.8
above 50yrs	22	18.2	18.2	100.0
Total	121	100.0	100.0	

Academic qualification

	Freq.	Percent	Valid Percent	Cumulative Percent
OND	103	85.1	85.1	85.1
HND/BSC	4	3.3	3.3	88.4
MSc/MBA	2	1.7	1.7	90.1
Ph.D	12	9.9	9.9	100.0
Total	121	100.0	100.0	

How long have you been in the organization?

	Freq.	Percent	Valid Percent	Cumulative Percent
Less than 5years	19	15.7	15.7	15.7
5-8years	23	19.0	19.0	34.7
9-12years	51	42.1	42.1	76.9
13-16years	9	7.4	7.4	84.3

17years and above	19	15.7	15.7	100.0
Total	121	100.0	100.0	

First City Monument Bank performance is not majorly achieved with teamwork

	Freq.	Percent	Valid Percent	Cumulative Percent
Strongly Agree	59	48.8	48.8	48.8
Agree	24	19.8	19.8	68.6
Undecided	20	16.5	16.5	85.1
Disagree	10	8.3	8.3	93.4
Strongly Disagree	8	6.6	6.6	100.0
Total	121	100.0	100.0	

The performance of your organization is a subset of operating performance while teamwork is a subset of unit performance

	Freq.	Percent	Valid Percent	Cumulative Percent
Strongly Agree	72	59.5	59.5	59.5
Agree	22	18.2	18.2	77.7
Undecided	10	8.3	8.3	86.0
Disagree	9	7.4	7.4	93.4
Strongly Disagree	8	6.6	6.6	100.0
Total	121	100.0	100.0	

Teamwork cohesion gives employees a sense of possession and promotes cooperation

	Freq.	Percent	Valid Percent	Cumulative Percent
Strongly Agree	47	38.8	38.8	38.8
Agree	37	30.6	30.6	69.4
Undecided	21	17.4	17.4	86.8
Disagree	10	8.3	8.3	95.0

Strongly Disagree	6	5.0	5.0	100.0
Total	121	100.0	100.0	

Group potency affects the effectiveness of your organization at all level of performance

	Freq.	Percent	Valid Percent	Cumulative Percent
Strongly Agree	49	40.5	40.5	40.5
Agree	44	36.4	36.4	76.9
Undecided	12	9.9	9.9	86.8
Disagree	14	11.6	11.6	98.3
Strongly Disagree	2	1.7	1.7	100.0
Total	121	100.0	100.0	

Teamwork cohesion stimulates group potency and improve decision making among employees in First City Monument Bank

	Freq.	Percent	Valid Percent	Cumulative Percent
Strongly Agree	63	52.1	52.1	52.1
Agree	33	27.3	27.3	79.3
Undecided	12	9.9	9.9	89.3
Disagree	6	5.0	5.0	94.2
Strongly Disagree	7	5.8	5.8	100.0
Total	121	100.0	100.0	

Persistent organizational communications among all levels encourages teamwork cohesion in your organization

	Freq.	Percent	Valid Percent	Cumulative Percent
Strongly Agree	58	47.9	47.9	47.9
Agree	28	23.1	23.1	71.1
Undecided	20	16.5	16.5	87.6
Disagree	11	9.1	9.1	96.7

Strongly Disagree	4	3.3	3.3	100.0
Total	121	100.0	100.0	

Low productivity is as a result of lack of teamwork cohesion and group potency of the organization

	Freq.	%	Valid %	Cumulative %
Strongly Agree	68	56.2	56.2	56.2
Agree	29	24.0	24.0	80.2
Undecided	8	6.6	6.6	86.8
Disagree	12	9.9	9.9	96.7
Strongly Disagree	4	3.3	3.3	100.0
Total	121	100.0	100.0	

Output increases when teamwork exist while your organization supervision is minimal

	Freq.	%	Valid %	Cumulative Percent
Strongly Agree	71	58.7	58.7	58.7
Agree	23	19.0	19.0	77.7
Undecided	13	10.7	10.7	88.4
Disagree	9	7.4	7.4	95.9
Strongly Disagree	5	4.1	4.1	100.0
Total	121	100.0	100.0	

Your organization neglects low and middle levels teamwork for organizational communication within the top-level management

	Freq.	%	Valid %	Cumulative Percent
Strongly Agree	53	43.8	43.8	43.8
Agree	39	32.2	32.2	76.0
Undecided	13	10.7	10.7	86.8
Disagree	8	6.6	6.6	93.4
Strongly Disagree	8	6.6	6.6	100.0

Total	121	100.0	100.0
-------	-----	-------	-------

Incentives are mostly used in motivating employees rather than encouraging group potency in your organization

	Freq.	Percent	Valid %	Cumulative Percent
Strongly Agree	74	61.2	61.2	61.2
Agree	21	17.4	17.4	78.5
Undecided	14	11.6	11.6	90.1
Disagree	6	5.0	5.0	95.0
Strongly Disagree	6	5.0	5.0	100.0
Total	121	100.0	100.0	

Teamwork cohesion expands the output of each employee through collaboration

	Freq.	%	Valid Percent	Cumulative Percent
Strongly Agree	79	65.3	65.3	65.3
Agree	16	13.2	13.2	78.5
Undecided	11	9.1	9.1	87.6
Disagree	8	6.6	6.6	94.2
Strongly Disagree	7	5.8	5.8	100.0
Total	121	100.0	100.0	

Reliability

[DataSet0]

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	121	100.0
	Excluded ^a	0	.0
	Total	121	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.941	11

Factor Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.547	68.606	68.606	7.547	68.606	68.606
2	1.048	9.531	78.137	1.048	9.531	78.137
3	.555	5.042	83.179			
4	.500	4.547	87.726			
5	.354	3.218	90.944			
6	.258	2.346	93.290			
7	.213	1.937	95.227			
8	.195	1.774	97.001			
9	.143	1.304	98.305			
10	.105	.956	99.260			
11	.081	.740	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component	
	1	2
First City Monument Bank performance is not majorly achieved with teamwork	.779	-.172
Organizational Performance	.896	-.060
Teamwork Cohesion	.822	-.077
Group Potency	-.075	.975

Teamwork cohesion stimulates group potency and improve decision making among employees in First City Monument Bank	.848	.176
Persistent Communication	.802	-.097
Low productivity is as a result of lack of teamwork cohesion and group potency of the organization	.909	.033
Output increases when teamwork exist while your organization supervision is minimal	.926	.043
Your organization neglects low and middle levels teamwork for organizational communication within the top-level management	.872	.036
Incentives	.895	.086
Teamwork cohesion expands the output of each employee through collaboration	.920	.082

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Descriptives

Notes

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Performance	121	1	5	1.83	1.247	1.393	.220	.739	.437
Teamwork Cohesion	121	1	5	2.10	1.158	.918	.220	.035	.437

Group Potency	121	1	5	1.98	1.060	.988	.220	.113	.437
Persistent Communication	121	1	5	1.97	1.147	.975	.220	-.040	.437
Incentives	121	1	5	1.75	1.149	1.505	.220	1.332	.437
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Correlations

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Correlations

		Organizational Performance	Teamwork Cohesion	Group Potency	Persistent Communication	Incentives
Organizational Performance	Pearson Correlation	1	.716**	-.079	.707**	.738**
	Sig. (2-tailed)		.000	.391	.000	.000
	N	121	121	121	121	121
Teamwork Cohesion	Pearson Correlation	.716**	1	-.113	.724**	.670**

	Sig. (2-tailed)	.000		.216	.000	.000
	N	121	121	121	121	121
Group	Pearson Correlation	-.079	-.113	1	-.097	-.032
Potency	Sig. (2-tailed)	.391	.216		.292	.724
	N	121	121	121	121	121
Persistent	Pearson Correlation	.707**	.724**	-.097	1	.619**
Communication	Sig. (2-tailed)	.000	.000	.292		.000
	N	121	121	121	121	121
	Pearson Correlation	.738**	.670**	-.032	.619**	1
Incentives	Sig. (2-tailed)	.000	.000	.724	.000	
	N	121	121	121	121	121

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

```

REGRESSION
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Regression

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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Incentives, Group Potency, Persistent Communication, Teamwork Cohesion		Enter

a. Dependent Variable: Organizational Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.658	.729

a. Predictors: (Constant), Incentives, Group Potency, Persistent Communication, Teamwork Cohesion

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.972	4	31.243	58.718	.000 ^b
	Residual	61.722	116	.532		
	Total	186.694	120			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Incentives, Group Potency, Persistent Communication, Teamwork Cohesion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.052	.200		-.258	.797
	Teamwork Cohesion	.259	.092	.240	2.822	.006
	Group Potency	-.013	.063	-.011	-.207	.837

Persistent Communication	.307	.087	.283	3.521	.001
Incentives	.436	.081	.402	5.382	.000

a. Dependent Variable: Organizational Performance

RESUME

Personal Information

Name: Oludare Ayodeji AFOLAMI

Date Of Birth: 26/02/1989

Place Of Birth: ILE-IFE (NIGERIA)

Marital Status: Married

E-mail: dafol007@yahoo.com

Education

2018-2020 Master Of Business Administration, Istanbul Aydin University, Turkey.

2005-2010 Bachelor Of Civil Engineering, Ladoke Akintola University of

Technology, Ogbomosho , Nigeria

Nationality: Nigerian

Work Experience

2011-2014

Site Engineer at Brunel Engineering and Consulting Company, Abuja, Nigeria

2015-2018

Managing Director at Dafol Innovative Solutions Limited

Language Skills

English	Yoruba	Turkish
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Excellent	Excellent	Fair
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