

Team Work and Organization Performance: A Study of Water Corporation in Kwara State, Nigeria.

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ABSTRACT

The purpose of the study was to determine the effect of teamwork on organizational performance of National Water Corporation in Kwara state. Teamwork is the process of working together among a group of people in order to accomplish a goal or a set of goals. The study employed the survey design and questionnaire was used for data collection. The target population of this study was 458 respondents with a sample size of 214 respondents. This suggests that when employees are allowed to work in teams with defined roles, employees perform well which is manifested in the overall organizational performance, the finding further revealed that all the Team Work dimension with Beta value (β 22.7%, 24.2%, 291.5%) share value, mutual trust, and team roles respectively, jointly explain R^2 of 64.3% variation on organizational performance. This means all these variables are good Predictors of organizational performance. Conclusions have been deduced that Shared values, Mutual trust, teamwork all have significant positive effects on organizational performance. The research recommends the following; that management should promote shared values in the organization through allowing employees to have their expressions and view listened to. Mutual trust should be promoted in the organization, where by managers should trust their subordinates and assign them responsibilities and the subordinates should also trust their superiors. Further management of national water Corporation encourage team work, because team roles have a significant effect on organizational performance.

Keywords: Team Work, Share Value, Mutual Trust and Team Roles.

1.0 INTRODUCTION

The interplay between teamwork and organizational performance has garnered substantial scholarly attention, particularly in service-oriented sectors such as water corporations. Effective teamwork is posited to be a crucial determinant of organizational success, influencing various performance metrics including efficiency, service quality, and innovation (Edmondson, 2018). Teamwork, defined as the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way, is fundamental in enhancing organizational performance (Salas, Reyes, & McDaniel, 2018). Teamwork has long been recognized as a crucial component of organizational performance, particularly in industries where collaboration is essential for operational efficiency and innovation.

In recent years, the water sector has faced numerous challenges, including resource scarcity, environmental sustainability, and regulatory compliance, all of which necessitate effective teamwork (Smith *et al.*, 2022). Effective teamwork can enhance communication, foster innovation, and improve problem-solving capabilities within organizations (Jones & George, 2021). In the context of water corporations, where the integration of diverse skills and expertise is vital for managing complex water systems, the impact of teamwork on performance metrics such as productivity, service quality, and employee satisfaction is particularly significant (Brown & Black, 2023). Recent studies have shown that well-structured teams can adapt more readily to changing environmental conditions and regulatory demands, leading to better overall performance (Doe *et al.*, 2021).

The water corporation under study has implemented various team-based initiatives aimed at improving collaboration and operational outcomes. These initiatives include cross-functional teams, regular team-building activities, and a focus on shared goals and values. Previous research indicates that such initiatives can lead to enhanced employee engagement and job satisfaction, which in turn positively affects organizational performance (Green & Taylor, 2023). Water corporations, which are pivotal in ensuring sustainable water management and distribution, provide a compelling context for examining the impact of teamwork on organizational performance. These organizations operate in a highly regulated environment, necessitating the integration of diverse expertise and collaborative efforts to meet stringent regulatory requirements and address emerging challenges such as climate change and water scarcity (Liu *et al.*, 2020).

Furthermore, the theoretical underpinnings of teamwork, such as Tuckman's stages of group development and Belbin's team roles, provide a framework for understanding how teams evolve and function within the organization (Williams & Smith, 2022). These theories suggest that successful teams are those that effectively navigate the stages of forming, storming, norming, and performing, and that the composition of teams in terms of roles and diversity can significantly influence their effectiveness (Carter *et al.*, 2022).

In 1995, Water Corporation was officially established under the Water and Sewerage Corporation statute. This gave the company increased powers, autonomy, and a mandate to deliver water services in designated areas on a sound, commercial, and sustainable basis. The corporation is organized into seven management divisions, each led by a senior manager. These divisions include commercial and customer care services, internal audit, management services, engineering, planning and capital, and institutional development and external services, each overseen by a respective department manager.

Water Corporation is still faced with poor organizational performance and this is seen through uncollected arrears/Bill income, this is money that some customers have not paid, there is well over 20 billion uncollected or in arrears and mainly from ministries and government (Mugisha, 2016). The Rampant water theft thus increase in non-revenue water/water loss, the corporation is struggling with the causes of water loss, Non-revenue water are treated water that are lost before reaching the consumer/final users as a result of water theft, meter bypass and defilement. A great percent of close to 25% of the total water supplied is wasted on water theft. Although Water and Sewerage Corporation is a non-profit making organization but within the financial year 2018/2019 it failed to achieve the plan or budgetary target of extending water by 2800km and only covered 1200km. This has a negative impact on its efficiency, effectiveness and financial viability (WC Customer Service Charter, 2017). It is against this background that the researcher under takes a study on teamwork and organizational performance in Water Corporation in Kwara State, Nigeria.

The study was conducted at the head office of Water Corporation (WC) located at plot 9 Sulu Gambari, Oko Erin Ilorin, Kwara State. Nigeria. The company has 458 employees attached to it and serves the entire Kwara State. Teamwork (independent variable) was conceptualized in terms of shared values, mutual trust and communication. Yet the dependent variable (organizational performance) was measured in terms of effectiveness, efficiency, and financial viability. The study will help the management of Water Corporation to examine the current teamwork in the company and how it affects the performance of the company at the same time draw a relationship between the two, and the outcome of this study will enable the company to implement performance strategies that give the company a competitive edge while delivering her core services, without losing the focus of satisfying consumer demands in such a way as to make profits. The study findings will also help in decisions because it will bridge the gap in information on how teamwork affect organizational performance and this will help in making decisions about team work in organizations.

1.1 *Objectives of the Study*

The study aimed at ascertaining the effect of teamwork and organizational performance in Water Corporation in Kwara State, Nigeria.

The specific objectives are as follows:

- i.To find out the effect of shared values on organizational performance in Water Corporation in Kwara State, Nigeria.
- ii.To determine the effect of mutual trust on organizational performance in Water Corporation in Kwara State, Nigeria.
- iii.To establish the effect of team roles on organizational performance in Water Corporation in Kwara State, Nigeria.

2. Conceptual Review

2.1.1 Effect of Team spirit on Organizational Performance

Team spirit, also known as *esprit de corps*, has repeatedly demonstrated a substantial connection to organizational productivity. When a team possesses a robust sense of unity and camaraderie, their motivation to collaborate and accomplish shared objectives is heightened. Conversely, groups lacking strong team spirit often experience communication issues, diminished trust, and ineffective teamwork (Zhang *et al.*, 2021). Positive team dynamics can significantly boost organizational productivity in numerous ways. As noted by Liu and Liu (2019), strong team cohesion positively influences group coordination, communication, and information sharing, thereby increasing the overall productivity of the group. The authors proved that well-coordinated teams completed their jobs more quickly, effectively, and accurately (Liu & Liu 2019).

Additionally, Huang *et al.* (2021) carried out research on how team cohesiveness impacts job satisfaction, work engagement, and task performance, with a sample of 379 employees in China. Their findings revealed that team spirit was a significant predictor of task performance. This suggests that a strong team spirit fosters a higher sense of commitment and cooperation, ultimately boosting overall productivity (Huang *et al.*, 2021). In a similar manner, Zhou *et al.*, (2021) carried out a Meta analysis to look at the connection between teamwork and performance. With an average adjusted correlation coefficient of 0.39, the study's 49 independent samples demonstrated a favorable relationship between team spirit and performance. According to the researchers, team productivity increased with more team spirit. (Zhou *et al.*, 2021). On overall, empirical research suggests that team spirit has a significant impact on organizational productivity. Higher levels of performance are the result of a stronger sense of teamwork, which increases dedication, engagement, and effectiveness. Therefore, organizations can increase productivity by developing a pleasant workplace culture that places a strong focus on teamwork.

2.1.2 Effect of Mutual Trust on Organizational Performance

Trust is a driving force for business creation, and to create a global business needed to build a team that is capable of meeting the challenge. Trust is a key factor in team building and a needed enabler for cooperation. In general, trust building is a slow process,

but it can be accelerated with open interaction and good communication skills. The fast-growing and ever-changing nature of global business sets demands for cooperation and team building, especially for startup companies. Trust building needs personal knowledge and regular face-to-face interaction, but it also requires empathy, respect, and genuine listening. Trust increases communication, and rich and open communication is essential for the building of high-performing teams. Other building materials are a shared vision, clear roles and responsibilities, willingness for cooperation, and supporting and encouraging leadership (Moghimi, Chamanzamin & Shaghaghi, 2014).

Trust is a complicated aspect of the relationships between persons, but trust on the team level is even more complex. Trust increases communication, commitment, and loyalty between team members. Trust can be considered as a foundation that enables people to work together, and it is an enabler for social interactions. It can also improve team performance and increase the probability of creating successful companies (Marique & Stinglhamber (2016). Trust plays a crucial role when global business teams, startups, and networks are being created (Harisalo & Miettinen, 2010). In modern organizations, trust has become increasingly important because the organizations cannot rely on formal policies and rigid rules.

Mutual trust is a relatively slow and long process compared to other business processes, but it can be accelerated with open interaction and good communication skills. Shared experiences create trust and trust, in turn, enables deeper levels of interaction and expression between team members. Trust building requires openness, informing, honesty and arguments; trust also enables free sharing of ideas, which is the basis of innovation processes. Usually, the feeling of trust is based on intuition and emotions (Hardstone *et al.*, 2014).

According to Becton *et al.*, (2015) the idea of organizational performance is linked to the ideas of effectiveness and efficiency. However, the conception of organizational performance is very common in the academic literature because of its role in achieving goals and objectives of an organization, its definition is not easy because of its many meanings. For this reason, there isn't a universally accepted definition of this concept. In the '50s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Robbins, 2014). Performance evaluation during this time was focused on work, people and organizational structure. Employee performance is a term typical to the Human Resource field where employee performance can refer to the ability of employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. For performance to be effective, employers should recognize the regiment desires and needs of the employees. According to Zainal *et al.* (2015) Ways in which employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non-financial incentives include;

promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance.

Mulika (2015) wrote that as much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance. Managers need to be sensitive to employee personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all of your employees that the company values its employees. Mulika, further notes that organizational performance encompasses three specific areas of firm outcomes which include: (a) financial performance; (b) product market performance; and (c) shareholder return. The term Organizational effectiveness is broader. Scholars in many circles are concerned with organizational performance.

The idea of organizational performance is based on personnel's effectiveness and efficiency. Business organizations must produce the right products and it must produce them using the fewest possible inputs to have a strong organizational performance.

2.1.3 Effect of Team Roles on Organizational Performance

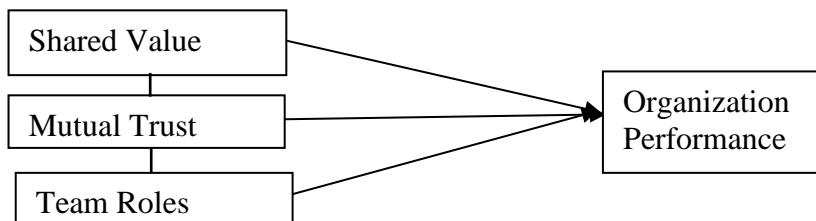
When people have their compensation expectations laid out before they sign an agreement to join the team, compensation can be removed as an obstacle to effective teamwork. If all team members feel they are being compensated fairly, that can help lead to maximum productivity. Encourage open team role among teammates so they can learn how each other communicates. This means informal communication as well as professional communication. Encourage interaction between team members outside of the office to develop better communication. Managers should hold regular meetings to keep a team updated on important information and to offer training (Czaplewski, 2003).

The team is a basic unit of performance for most organizations; it melds together the skills, experiences, and insights of several people (Marique, and Stinglhamber, 2016). High-performing teams are not usually a collection of the brightest individuals. Rather, they are functioning entities that have diverse roles for the team members who provide the skills and knowledge to succeed. Healthy rivalries between team members enable the team to perform at a high level, but only if the team is built on robust trust.

Good listening skills will help one to engage in roles of a team regarding what the other person is speaking about. Avoid the impulse to listen only for the end of their sentence so that you can blurt out the ideas. Do not interrupt or talk over other people. This will leave other people feeling discounted, unheard and may lead to phenomenal misunderstandings (Moghimi, Chamanzamin & Shaghaghi, 2014).

Conceptual Framework

Fig. 1: the conceptual framework illustrates the link between Team work and Organizational performance.



Source: Researcher Conceptual Framework

Fig. 1: Conceptual Framework

The conceptual framework indicates that the independent variable which is teamwork can be conceptualized as shared values, mutual trust and recognition. Yet the dependent variable (organizational performance) can be measured in terms of effectiveness, efficiency and financial viability within an organization or a firm

2.2 Theoretical Review

Strategic Choice Theory of organizational performance was propounded by John Child in 1972. He emphasized the role of managerial agency, highlighting that managers make strategic choices that shape the organization's structure and direction. This theory underscored the importance of human agency, strategic decision-making, and the ability of organizations to adapt and respond to changing environments. This theoretical review explores the assumptions, strengths, and criticisms of the strategic choice approach, integrating recent scholarly insights to provide a comprehensive understanding of its impact on organizational performance. One of the primary assumptions of strategic choice theory is that organizational outcomes are primarily driven by the decisions made by top management. This perspective assumes that leaders have significant autonomy and influence over the strategic direction of their organizations. According to Child (1972), strategic choice underscores the proactive role of leaders in selecting from various strategic alternatives, thereby directly impacting organizational performance. This assumption implies that the quality and effectiveness of these decisions are pivotal in determining success or failure. Another key assumption is the rationality of decision-makers. Strategic choice theory presupposes that managers are rational actors who make decisions based on a careful analysis of available information and a deliberate evaluation of potential outcomes (Hambrick & Mason, 1984). This rational approach suggests that strategic decisions are made with the intention of optimizing organizational performance

and achieving long-term goals. Strategic choice also assumes that the external environment is dynamic and constantly changing. This assumption underscores the need for strategic flexibility and the ability to pivot in response to external changes.

A significant strength of the strategic choice approach is its emphasis on proactive leadership. By highlighting the critical role of top management, strategic choice theory underscores the importance of visionary and dynamic leadership in driving organizational success. Proactive leaders are better positioned to anticipate changes, seize opportunities, and mitigate risks, thereby enhancing organizational performance (Boal & Hooijberg, 2000). This leadership-centric view aligns with contemporary perspectives on transformational and charismatic leadership, which emphasize the transformative impact of effective leaders. Strategic choice theory's focus on environmental dynamism is another strength. By acknowledging the unpredictable nature of the external environment, this approach encourages organizations to develop adaptive capabilities. Organizations that can swiftly respond to environmental changes and adjust their strategies accordingly are more likely to sustain competitive advantage and achieve long-term success (Teece, Pisano, & Shuen, 1997). This adaptability is particularly crucial in today's fast-paced and volatile business landscape.

Another strength that the strategic choice theory has is to promote strategic alignment, ensuring that an organization's resources, capabilities, and activities are coherently directed towards achieving its goals. This alignment enhances organizational efficiency and effectiveness by minimizing internal conflicts and redundancies (Venkatraman, 1989). When strategic choices are aligned with organizational goals and external opportunities, the likelihood of achieving desired outcomes increases, thereby improving overall performance. Strategic choice theory also fosters innovation and creativity by encouraging organizations to explore diverse strategic alternatives. The proactive decision-making process involves considering multiple scenarios and experimenting with innovative solutions (Volberda, 1996). This openness to new ideas and approaches can drive innovation, leading to the development of unique products, services, and business models that differentiate the organization from its competitors.

Talking about the criticisms of the strategic choice theory, One of the main criticisms of strategic choice theory is its overemphasis on the role of leadership. By attributing organizational outcomes primarily to the decisions of top management, this approach may overlook the contributions of other organizational members and the influence of internal processes (Mintzberg, 1990). The focus on leadership can also lead to a top-down management style, potentially stifling innovation and input from lower-level employees. This criticism suggests the need for a more inclusive approach that considers the collective efforts of the entire organization.

Secondly, criticism of strategic choice theory is the assumption of rationality in strategic choice theory has also been critiqued. In reality, decision-making processes are often influenced by cognitive biases, emotions, and incomplete information (Kahneman

& Tversky, 1979). This bounded rationality can lead to suboptimal decisions that do not necessarily align with organizational goals. Furthermore, the rational model does not adequately account for the complexity and ambiguity inherent in strategic decision-making, where multiple stakeholders with diverse interests and perspectives are involved.

Another criticism is that strategic choice theory may underemphasize the structural constraints that organizations face. While it highlights the importance of strategic decisions, it may overlook the impact of organizational structure, culture, and historical path dependencies on decision-making processes (Pettigrew, 1987). Structural constraints can limit the range of feasible strategic options and influence the effectiveness of implemented strategies. This critique suggests the need to integrate a more holistic view that considers both strategic choices and structural factors.

Recent research has expanded on the concept of strategic agility, emphasizing the need for organizations to be agile in their strategic decision-making processes. Strategic agility involves the ability to rapidly reconfigure resources and capabilities to address emerging opportunities and threats (Doz & Kosonen, 2010). This concept builds on the strengths of strategic choice theory by highlighting the importance of flexibility and responsiveness in dynamic environments. Studies have shown that organizations with high strategic agility are better positioned to navigate uncertainty and achieve superior performance (Weber & Tarba, 2014).

Another research is on the field of behavioral strategy which has emerged as a critical complement to traditional strategic choice theory. Behavioral strategy integrates insights from psychology and behavioral economics to better understand the cognitive and social processes underlying strategic decision-making (Powell, Lovallo, & Fox, 2011). This perspective addresses the limitations of the rationality assumption by acknowledging the impact of biases, heuristics, and emotions on managerial decisions. Behavioral strategy research has highlighted the importance of fostering a decision-making culture that mitigates cognitive biases and promotes more effective strategic choices.

2.3 Empirical Review

Ndekile *et al.* (2024) examined how teamwork influences project outcomes within Nigeria's construction sector, focusing on Julius Berger Ltd in Abuja and surrounding areas. The study encompassed both senior and junior employees of the company. A sample of 654 respondents was selected using stratified sampling, determined by Cochran's formula and its correction factor. The data was analyzed using descriptive and inferential statistics. Statistical analysis indicated a significant relationship between teamwork and project performance, with an F-statistic of 82.04($p < 0.01$) and an R-square of 38.76%. Specifically, factors such as team goals and objectives, team trust and value, team communication, and team leadership demonstrated statistically significant impacts on project performance, with team leadership being particularly prominent (8.55). Additionally, team roles and responsibilities also exhibited a significant effect (2.41). Ooko (2020) did a study on impact of teamwork on the achievement of targets in

organizations in Kenya, using SOS children's village, Eldoret was the study area. The study adopted descriptive research design. The study found that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to impact team performance if it was done correctly. It was concluded that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams. Abdulle and Aydintan (2019) investigated the effect of teamwork on employee performance in some selected private bank in Somali using the analysis of variance (ANOVA). The result showed that all the items under teamwork (i.e., trust, cohesiveness, spirit, and knowledge sharing among members) were found to have positive and significant impact on performance.

3. Methodology

The study employed a cross-sectional survey research design. Survey design allowed the study of a population at one specific time and involved different individual groups within the population to be studied, thus cross sectional (Penwarden, 2014). The study also used survey design, this was because it is suitable for collecting data from a large sample of respondents. This study was descriptive in nature with both qualitative and quantitative research approaches were used to get insight to variables. Qualitative and quantitative approaches were adopted to enable the researcher to get and analyze information concerning respondents' opinions about the impact of teamwork and organization performance of Water Corporation in Kwara State, Nigeria. The researcher obtained information from the company of Water Corporation in Kwara State, Staff. According to the WC human resource report (2022), the Water Corporations has 458 employees. The study population will involve all these employees in the study because they are assumed to possess the necessary information about the study. Slovence's formula will be used to compute the sample size;

$$n = \frac{N}{1 + N(\alpha)^2}$$

Where; n = the required sample size; N = the known population size; and α = the level of significance (0.05).

$$n = \frac{458}{1 + 458(0.0025)}$$

$$n = \frac{458}{1 + 458(0.0025)} = 214$$

$$n = 214 \text{ respondents}$$

The study used simple random sampling to select respondents. The study applied simple random sampling technique because it gives all the people the chances of being selected. The questionnaire was used and this is was close ended in nature and this

allowed the study respondents to fill the questionnaire with ease. The tool was used to collect data from employees of Water Corporations (WC). In this case SPSS (Statistical Package for Social Scientists) was used to analyze the coded data. Presentation of data involved use of tables. Frequency and percentages were used on demographic characteristics of respondents. Means and standard deviation were used on responses of the questionnaire to determine the extent to which respondents agreed or disagreed with the questionnaire items. Multiple regression was used to analyze the data on each objective and 0.05; level of significance was adopted on the decision about the hypotheses.

4. Result

The data gathered from employees of Water Corporations (WC) is hereby represented using simple percentages and frequencies. A total of 214 questionnaires were distributed to the samples Water Corporation staff in Kwara State, (WC) out of which 173 were returned which were used for the analysis in the study. This represent overall 80.84% response rate.

Standard multiple regression was used to explore the effects of Team work (measured by the Share Value, Mutual Trust and Team Roles) on organisation performance (measured by the efficiency, effectiveness and financial viability). Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in Table 4.2.1: ANOVA, shows that the F-test was 101.599, significant at 5 percent [$p < .000$]. This showed that the model was well specified and fit.

Table 1: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	4502.477	3	1500.826	101.599	.000 ^b
	Residual	2496.492	169	14.772		
	Total	6998.969	172			

- a. Dependent Variable: Organization Performance
- b. Predictors: (Constant), Share Value, Mutual Trust and Team Roles

Source: SPSS Output (2024)

Also, the result of regression as contained in Table 4.2.2: Model Summary, shows that the R Square gave a large value of 64.3 per cent. This means that the model (which includes Share Value, Mutual Trust and Team Roles) explained about 64.3 per cent of the variance in organisation performance. The Durbin-Watson Statistic gives 1.269 coefficients which indicates that there is absence of serial correlation in the error terms of the model as such ruling out problems associated with spurious regressions.

Table 2: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.802	.643	.638	2.97011	1.269

Predictors: (Constant), Share Value, Mutual Trust and Team Roles.

a. Dependent Variable: Organization Performance

Source: SPSS Output (2024)

Specifically, the result of regression as contained in Table 4.2.3: Regression Coefficients tests the three hypotheses of this study. From the output below,

Table 3: Regression Coefficient s^a

Model		Unstandardized Coefficient		Standardized Coefficient	T	Sig
1		B	Std. Error	Beta		
	(Constant)	.574	1.207		.476	.635
	Share Value	.227	.065	.227	3.496	.001
	Mutual Trust	.242	.075	.209	3.242	.001
	Team Roles	.295	.073	.259	4.021	.000

Source: SPSS Output (2023)

H₀₁: *There is no effect of shared values on organization performance in Water Corporation in Kwara State. Nigeria.*

There was positive effect from share value and Organization Performance such that a unit increase in share value caused about .227 unit increase in Organization Performance scores which was statistically significant at 1 per cent with the aid of the p value (0.001). This implies that a unit change in share value will result in 22.7% change in organization performance. Based on the result, the null hypothesis is rejected; thus, there is effect of shared values on Organization Performance in Water Corporation in Kwara State. Nigeria.

H₀₂: *There is no effect of mutual trust on Organization Performance in Water Corporation in Kwara State. Nigeria.*

Also, there was positive effect on mutual trust and Organization Performance such that a unit increases in mutual trust caused about .242 unit increase in Organization Performance scores which was statistically significant at 1 per cent with the aid of the p value (0.001). This implies that a unit change in mutual trust will result in 24.2% change in organization performance. Based on the result, the null hypothesis is rejected; thus, there is effect of Mutual Trust on Organization Performance in Water Corporation in Kwara State. Nigeria.

Ho3: There is no effect of team roles on performance in Water Corporation in Kwara State, Nigeria.

More so there was positive effect of team roles and Organization Performance such that a unit increases in team roles caused about .295 unit increase in performance scores which was statistically significant at 1 per cent with the aid of the p value (0.000). This implies that a unit change in team roles will result in 29.5% change in organization performance. Based on the result, the null hypothesis is rejected; thus, there is effect of team roles on performance in Water Corporation in Kwara State, Nigeria.

4.1 Discussion

4.1.1 Effect of Shared Values on Organizational Performance

Results on effect of shared values and organizational performance indicate that shared values have significant effect on organizational performance. Ahmad (2015) indicates that when there is similarity between management's values and those of the employees' performance is higher but when there is incongruence performance is lower.

Becton, Wysocki & Kepner, (2015) adds on the ideas of Belonio (2015) and observe that performance enhancing cultures are those that have many shared values and practices, are able to acclimatize to changes, strategically appropriate and which value both stakeholders and effective leadership at all levels.

4.1.2 Effect of Mutual Trust on Organizational Performance

The results indicate that mutual trust has significant effect on organizational performance. According to Conway & Briner (2014) in modern organizations, trust has become increasingly important because the organizations cannot rely on formal policies and rigid rules.

Femi (2014), observed that when subordinates trust their managers, they should be more willing to provide benefits in the form of extra effort toward job performance and should have more favorable attitudes toward the exchange relationship and be more eager to maintain it. Also, when managers trust their subordinates, the subordinates are likely to be the recipient of more favorable benefits and to experience position of self-esteem (Pierce & Gardner, 2004). As a result, subordinates should be motivated to perform well and should be more dedicated to the exchange relationship Eisenberger *et al.*, (2010). Becton *et al.*, (2015), Emmanuel (2015) also corroborate the finding found that perceptions of mutual trust were related to macro-level outcomes such as redesign strategy and organizational performance.

4.1.3 Effect of Team Roles on Organizational Performance

The findings of the study show that team roles have a significant effect on organizational performance of water Corporation. These results are inline with Hardstone

et al., (2014), who contends that a team increases the efficiency of departments exponentially. As each team member learns their role in the company's structure and how their role affects the work of the rest of their team, they will begin to understand how their work can speed up and ease the work load of their peers. Further Belonio (2015), maintains that teams are both effective and efficient in meeting deadlines and accomplishing its objectives, and productive results are most evident. The work of a team is consciously put by Joannes (2015) to be particularly important in achieving organizational goals and in evoking performance among subordinates. Team work enhances organizational cohesion or integration consequently giving rise to synchronization of efforts among the employed resulting in higher productivity (Allen & Shanock, 2013).

5. Conclusion and Recommendations

Conclusions have been drawn in line with the study findings.

Shared values have significant positive effect on organizational performance. Shared values once developed in the organization help employees and the organization at large to develop a culture of shared values which motivates employees to perform better by increasing the level of efficiency of organizations.

Mutual trust has significant effect on organizational performance. A manager's trust in the subordinate may also affect subordinate behavior and intentions. A manager's trust in the subordinate is likely to influence the way the manager treats the subordinate, which in turn is likely to affect the subordinate's actions, this may be reflected in the performance of an employee. Mutual trust is a major factor to build a good culture of the organization.

Team roles have significant positive effect on organizational performance of water Corporation. Teams are very important in ensuring organizational efficiency and effectiveness. Effective teams lead to cohesion among the team members who learn from each other to improve in their performance.

The management should promote shared values in the organization through allowing employees to have their expressions and view listened to, this allows the organization to develop a good culture which can be transformed into organizational values and norms. Since shared values had a significant effect on organizational performance.

Mutual trust had significant effect on organizational performance therefore, mutual trust should be promoted in the organization, where by managers should trust their subordinated and assign them responsibilities and the subordinates should also trust their superiors. Trust among employees promotes good work relations among them and this improved performance which is seen through effectiveness in service delivery.

The researcher further recommends that Water Corporation encourage team work, because team roles have a significant effect on organizational performance. Encouraging

team work helps employees to learn from each other and share expertise to improve on performance of the organization.

The Strategic choice of organizational performance developed by Conway & Briner (2014) the theory shows existing relationship between top management choices and organizational performance as well as interaction of the internal and external organization. The study agree the theory of teamwork and organizational performance in the sense that shared values, team roles and mutual trusts all proved to have significant effect on organizational performance. So the choice of management to embrace these values in the organization will always propel organizational performance. This is supported by Becton, Wysocki & Kepner (2015), who asserted that Strategic choice of organizational performance theory sees managers as staff who are downstream decision makers directing decision and changing process in organization.

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