
WORK TEAM MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY OF FEDERAL ROAD SAFETY COMMISSION IN IMO STATE

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Abstract

The study focused on work team management and organizational performance: A Study of federal road safety commission in Imo State. The study sought to determine the effect of task complexity, examine the impact of job delegation, ascertain the influence of communication and identify the challenges facing work team management of federal road safety commission in Imo State. This study employed a survey research design. This study adopted both primary and secondary data to gather information from the respondents. The target population consists of five hundred and seventy-four (574) employees of FRSC Imo State. The sample size was 236 formed the questionnaire and was distributed to FRSC, however, nine (9) questionnaire were loss with a percentage ratio of 3.8% while two hundred and twenty-seven (277) was retrieved with the percentage ratio of 96.2 which formed the basis of the study. ANOVA test was used to test the hypotheses of the study. The study found out that there is a significant effect on task complexity on the effectiveness of federal road safety commission in Imo State. The study recommended that management of FRSC should delegate complex task to the expert who have the necessary technical skills and potential for the duty towards nation building.

Keywords: *Work Team Management, Task Complex, Job Delegation, Communication and Organizational Performance*

INTRODUCTION

Teamwork management is a vital aspect of the functioning of any organization. Teams, as a basic structural component of an organizations' design, should contribute to a more efficient and improved performance of the organization. Improperly structured and led teams can make it impossible for an organization to work and develop; this is why it is necessary to know the nature and characteristics of the team management in order to achieve their goals. Thus, work team management is a process in which team members, using their individual knowledge, experience and skills through dynamic interaction with other team members, seek to achieve the common goals of the organization, and thus achieve a synergistic effect (Glance, & Hogg, 2017).

According to Driskell (2001) "work team management is the process through which team members collaborate to achieve task goals. Teamwork refers to the activities through which team inputs translate into team outputs, such as team effectiveness and satisfaction. Yang (2003) stated that "team management behavior is considered an effective way to create synergy in work teams. A team can achieve effectiveness by creating team synergy

through the mechanism of process gain and loss. Teams can maximize process gain and minimize process loss to maintain high levels of team management through members' cooperation with colleagues, volunteering for tasks that go beyond their formal work requirements, and exhibiting helping behaviors toward others".

Today, numerous managers in organizations encourage work team in performing the tasks of employees, so as to improve their knowledge and improve their professional skills. Teamwork allows employees to collaborate, improve individual skills, and provide feedback without any conflict with other team members. Work team is a crucial strategy for the organization's business, because team members upgrade their skills, knowledge and abilities by working in teams, and this affects the performance and efficiency of the organization (Femi, 2014).

Organizations today concentrate on work team management to provide a competitive advantage, solve problems through collaboration, and encourage employee creativity. Teams can offer greater adaptability, productivity, and creativity, and they also offer more complex, innovative, and comprehensive solutions for organizational problems. Therefore, work team is one of the most important issues in contemporary business. In order for the work environment to be very conducive, mutual trust and respect from all the team members is very key. For work team management to thrive well among the staff members, effective communication, resolving conflicts and resolutions becomes very key across the whole organization which on the return helps improve the organization performance. To improve the organizational performance the individual must succeed first to enable match well when it come the team performance. This there means that the whole group will perform only well if the individual has first succeeded at his own level (Babatunde, 2015). In order to improve the performance, the teams should embrace social emotional behaviors which help to encourage and harmonize the teams, reduce tension among the team members, help in the follow up of the instructions that comes from the organizational top leadership. Therefore, the study examined work team management and organizational performance: A Study of federal road safety commission in Imo State.

Statement of the Problem

Team and work groups performance are crucial because they help trainers and developers to understand what dimensions they should focus on and manage when the aim is to make teams and work groups effective or even successful. The team leader in FRSC do not possess the right skills that create and assign task and duties properly that is positive and helps to keep road users safe. Task complexity has a highly negative effect on time performance, the effect of complex task and a difficult goal might lead to decrease in task performance due to the effects of both cognitive and motivational benefits. Irrespective the greatness of the team as conflicts will always be inevitable, FRSC most times lack the ability to creating procedures and policies for users to avoid accidents and death on Nigeria roads. Due to bribe and corruption of the FRSC on Nigeria roads, unit team

member argued on opinions whether to collect money or send road violators to the office for proper punishments. In conclusion, ineffective teamwork management is as a result of the unit leader setting a bad example, which is likely to be emulated by the all the team members in the group. To avoid task complexity the team must be committed, positive, and motivated, the team leader has to apply the necessary leadership qualities to help achieve the aims and objectives of FRSC.

In the FRSC, the individual employee no longer relates her or himself with other unit team members through the right process of communication process due to lack of trust. There is a dearth in work environment for employees in order to improve on its productivity of service in federal road safety in Nigeria. In such an environment, the expectation of unit commander to effectively communicate the all the cadets in accordance to the set policies prove abortive. Clearly set objectives can be achieved when both the unit commander and the cadet officers communicate effectively. The barrier of communication left a loophole where every cadet no longer understood the expectation and smart objectives of the FRSC. The unit commander will provide the necessary support to the employee to enable achieve the set objectives in a very motivated way. It is against this backdrop that this study examined work team management and organizational performance in federal road safety commission.

Objectives of the Study

The main objective of the study is to examine work team management and organizational performance: A Study of federal road safety commission in Imo State. The specifics objectives are to:

- i. Determine the effect of task complexity on the effectiveness of federal road safety commission in Imo State.
- ii. Examine the impact of job delegation on the performance of federal road safety commission in Imo State.

Research Questions

- i. What is the effect of task complexity on the effectiveness of federal road safety commission in Imo State?
- ii. What is the impact of job delegation on the performance of federal road safety commission in Imo State?

Research Hypotheses

- Ho₁:** There is no significant effect on task complexity on the effectiveness of federal road safety commission in Imo State.
- Ho₂:** There is no significant impact on job delegation on the performance of federal road safety commission in Imo State.

REVIEW RELATED LITERATURE

Work Team Management

Work team management is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation (Anderson & West, 2008). Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organization today are moving towards "team based" approach to work, this means that working in teams is the basic method used to get work done in these organizations. As a result, employers stress the importance of employees working as a team and advertise for staff with the ability to work in such a way (Armstrong, 2010).

There are two key distinctions to be made when defining teamwork. First, there is the distinction between the individual and the group. The individual aspect of teamwork is the notion of individual attraction to the group; that is the extent to which the individual wants to be accepted by group members and remains in the group. The team aspect is represented by perceptions of the group as a whole, which is the degree of closeness, similarity and unity within the group. The second distinction is between task and social team. Teamwork is the extent of motivation towards achieving the organizational goals and objectives. Social cohesiveness refers to the motivation to develop and maintain social relationships within the group (Sekaran, 2009). In addition teamwork is seen as a) a Group-interaction task ,which is an individual team member's perceptions about the similarity and closeness within the team about accomplishing the task; b) Group-Interaction Social , which reflects individual team member's perceptions about closeness and bonding regarding the team's social activities; c) Individual Attraction to Group Task , which describes individual team members' feelings about personal involvement in the social interaction of the grouped) Individual attraction to group interaction social, which reflects individual team members' feelings about personal involvement in the social interaction of the group (Carmines & Zeller, 2007).

Features of a Work Team Management

According to the Czaplewski (2003) the ideal cohesive self-supporting team displays the following features:

- The atmosphere is informal, comfortable and relaxed.
- There is lots of discussion in which everyone participates.
- Members listen to each other. Every idea is given an airing.
- The goals of the group are well understood and accepted by all.

- There is a constructive disagreement. The group seeks resolution rather than domination of the dissenter.
- Decisions are reached by consensus.
- Criticism is frequent, frank and comfortable. All members are free to express their personal feelings.
- When action is agreed upon, clear tasks are assigned and willingly accepted.
- Members share beliefs/values and seek each other's support and recognition.
- The group displays a united front.
- The leader does not dominate, nor does the group unduly defer to him/her.

How to Encourage Work Team Management

An important part of forming a high quality team is shaping its spirit and heart. (Cohen, & Bailey, 2009) says that HR executives should use the following five steps to encourage team cohesiveness:

- Hold 'reflection' meetings at least quarterly. The sole purpose of these meetings is to have all team members face-to-face to address work and team issues.
- Ensure that the game plan is short, measurable and public. The game plan should be used as a scoreboard so all members can keep track of how well they are doing.
- Make developmental feedback a way of life. The members of successful teams give each other continuous peer coaching and developmental feedback.
- Create employee policies and programs to support and reinforce team-based performance. They provide a way for HR executives to influence team-based performance.
- Educate senior management on the need for role models of team-based behaviour.
- Make the group smaller.
- Encourage agreement with group goals.
- Increase the time members spend with each other.
- Increase the status of the group and the perceived difficulty of attaining membership in the group.
- Stimulate competition with other groups.
- Give rewards to the group rather than to individual members. • Physically isolate the group.

Theoretical Framework

Tuckman Teamwork Theory

Tuckman teamwork theory was propounded by Bruce Tuckman in 1965. Tuckman teamwork theory state that team members get to know each other, work out their roles

and where they stand in relationship to one another. Crucially, Tuckman points out how people at this stage test their relationships (rivalries begin, etc.). Storming: conflict and polarisation brews and there may be a rebellion against the leader; members jockey to establish their own roles and status. This is usually an unhappy time for the group, but it is a vital stage in the groups' development. Norming: cooperation replaces conflict as members work towards common goals: this is where Group Cohesion occurs, increasing mutual respect. People feel comfortable expressing intimate personal opinions in his stage. Performing: roles become flexible and functional. Relationships have stabilised and the main goal now is group success. The "storming" phase is particularly important for establishing a "team spirit" and Tuckman argues it always occurs, though it may not be obvious. Coaches and captains who try to avoid "storming" can be over-controlling or end up stifling interaction. In the Forming phase, the group needs to be directed because it has no purpose or motivation of its own. During the troublesome Storming phase, coaches need to encourage tolerance and appreciation of each others' strengths. The coach can allow the team greater and greater freedom during the Norming phase and participates with the players rather than directing them. Delegation is the key to the Performing phase, since the team should be able to run itself.

Empirical Review

Francis (2017) studied on the effect of teamwork on productivity in sales and marketing departments: a case study of Nairobi bottlers limited. In order for organizations to improve on the performance, teamwork is very key across all the departments. The main objective of this study is to identify the effects of teamwork on productivity in Sales and marketing departments in Kenya, a case study of the Nairobi Bottlers Limited. The specific objectives of this study were to find out if communication affects productivity in sales and marketing department; identify whether the various styles of leadership of teams affects productivity in sales and marketing department; if compensation affects productivity in sales and marketing and finally to determine if cohesiveness affects productivity in sales and marketing departments of Nairobi Bottlers. In this study, Belbin team roles theory was applied across the whole of my research in this field. The study adopted the descriptive research design. The target population of the study was 420 team members in the sales and marketing work in the selling territory. Using the random sampling technique, a sample representative of 80 team members participated in the study. Both Primary and Secondary data were used in making factual decisions. The questionnaire was used to collect the Primary data. Data analysis was done using the Statistical Package for Social Sciences (SPSS) Version 20.1 Data was analyzed by using descriptive statistical methods like the mean, averages and percentages. Data was presented using tables, figures, bar graphs and pie charts. The study concluded that all the four independent variables influence team productivity. Communication, leadership, employees' compensation and cohesiveness positively impact the team productivity in the sales and marketing department of Nairobi Bottlers.

Nemanja, Agneš and Marko (2020) carried out a study on the Relationship between Perceived Teamwork Effectiveness and Team Performance in Banking Sector of Serbia. Teamwork is one of the most important factors for business success in the modern economy. In almost every area of business, teams receive more and more attention, since it has been found that teamwork leads to greater individual, group, and even organizational performance. The aim of this research is to investigate the effectiveness of teamwork and its relationship with team performances. Specifically, the authors tried to investigate which factors of teamwork effectiveness have a positive relationship with teamwork performance and the sustainability of teams in the future. The subject of the research is the effectiveness of teamwork as a construct that is widely presented in the scientific field of organizational behavior and human resource management, but is still underexplored in empirical research, especially in the banking sector. An investigation with a self-audit questionnaire on teamwork effectiveness was conducted on a sample of 401 employees in the banking sector in Serbia, in 16 out of the 26 existing banks in the country. The authors used Smart PLS software in order to test the questionnaire (indicator loadings, internal consistency reliability, convergent validity, and discriminant validity) and proposed research question (PLS-SEM). The results showed that factors such as innovative behavior of the team members, the quality of teamwork, and teamwork synergy have positive relations to teamwork performance. This paper contributes to the better understanding of the factors of teamwork effectiveness that contribute to team performances, with respect to the banking industry in Serbia. The limitation of the paper is the size of the sample, with respect to the total population.

Gap in Literature

Numerous studies have been done touching on various aspects of teamwork management in other organizations and in particular in relation to effective communication of teams, leadership of teams communication, compensation of teams and cohesiveness of teams. According to these studies, concerns should be with regards to the specific scopes and the uniqueness of these scopes to the proposed scope of this study. Additionally, the specific aspects covered in those studies are different from the aspects the researcher is proposing to investigate in the study. There is evidence that studies have not been done touching on the work team management, task complexity, job delegation and influence of communication on organizational performance: A Study of federal road safety commission in Imo State.

METHODOLOGY

This study employed a survey design, the economy of the design and the rapid approaches are in collection, interpretation and analyzing of data. This study adopted primary data to gather information from the respondents. The target population consists of five hundred and seventy-four (574) employees of every department in the federal road safety commission in Imo State.

To get the sample size, a formula propounded by Taro Yamane (1964) was used.

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

Where: N = population of the study (574)
 (e)² = margin of error i.e 5% (0.05)
 n = sample size
 l = Constant

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

$$n = \frac{574}{1 + 574(0.0025)^2}$$

$$n = \frac{574}{1 + 1.435}$$

$$n = \frac{574}{2.435}$$

$$n = 235.7$$

$$n = 236$$

Thus, the sample size of the study was 236 respondents

A simple random sampling technic was adopted and it gave the staff an equal chance of being selected. In gathering primary data, a well-structured questionnaire of close ended type designed in 5-point Liker Scale format of strongly Agree (5), Agree (4), Neutral (3) Disagree (2) and Strongly Disagree (1). with A to D, which captured all the research objectives and hypotheses that was administered to respondents in the study area.

The content validity of the instruments was established by first submitting the prepared questionnaire to experts in the field of study for their comments and opinions. Those items that proved ambiguous and did not address the issue being investigated were discarded. Test– retest approach was adopted to ensure the reliability of the instrument and the Cronbach Alpha for reliability of the co-efficient result was computed through Statistical Package for Social Science (SPSS) version 2.0. The decision rule was based on the coefficient correlation that is up to 0.5 and above. The Social Package for Statistical science (SPSS) software aided in data analysis. Thus, to test hypotheses of this study ANOVA was used to test the dependent and independents variable.

DATA PRESENTATION AND ANALYSIS

Table 1: Return of Questionnaire

FRSC Departments	Number of Questionnaire Distributed	% of Questionnaire Distributed	Number of Questionnaire Retrieve	% Questionnaire Retrieve	Number of Questionnaire Retrieve	% Questionnaire Loss
Corp Marshall Top Management	105	44.5	99	41.9	6	2.5
Total	236	100	227	96.2	9	3.8

Source: Field Survey, 2022

A total of two hundred and thirty six (236) questionnaire was distributed to FRSC, however, nine (9) questionnaire were loss with a percentage ratio of 3.8% while two

hundred and twenty seven (277) was retrieved with the percentage ratio of 96.2 which formed the basis of the study.

Table 2: determine the effect of task complexity on the effectiveness of federal road safety commission in Imo State.

	SA	A	N	D	SD	Mean	SD	Remarks
Component complexity affects performance	132	70	5	15	5	4.3	.875	Accepted
Coordinative complexity affects effectiveness	90	85	12	13	17	3.8	1.40	Rejected
Dynamic complexity affects efficiency	162	35	-	10	20	4.4	.814	Accepted

Source: Field Survey, 2022

Table above showed the effect of task complexity on the effectiveness of federal road safety commission in Imo State. Majority of the respondents with the highest mean scores of 4.4, 4.3, and 3.8 accepted that dynamic complexity affects efficiency, Component complexity affects performance and Coordinative complexity affects effectiveness. The complexity of a task depends on your employee age, abilities, and personal preferences. Management of FRSC should delegate complex task to the expert who have the necessary technical skills and potential for the duty towards nation building.

Table 3: examine the impact of job delegation on the performance of federal road safety commission in Imo State.

Responses	SA	A	N	D	SD	Mean	SD	Remarks
Responsibility increases performance	152	70	5	-	-	4.6	.775	Accepted
Authority improves employee performance	102	85	-	23	17	4.0	1.05	Accepted
Accountability boost organizational productivity	192	35	-	-	-	4.8	.702	Accepted
Transparency increases organizational effectiveness	89	65	17	26	30	3.7	1.12	Rejected

Source: Field Survey, 2022

Table above showed the impact of job delegation on the performance of federal road safety commission in Imo State. Majority of the respondents with the highest mean scores of 4.8, 4.6, 4.0 accepted that Accountability boost organizational productivity, Responsibility increases performance, Authority improves employee performance and Transparency increases organizational effectiveness. Organization should determine what to delegate and choose the right person to delegate the task to and as well clearly define the employee's responsibility and authority as it relates to the delegated task to achieve a desired result.

Testing of Hypotheses

Ho₁: There is no significant effect on task complexity on the effectiveness of federal road safety commission in Imo State.

Table 4: ANOVA test on task complexity on effectiveness

Model	Sum of square	d.f	Mean square	F-Stat	P-value
Regression	6.1125	1	6.1125	159.595	.004
Residual	8.6552	226	0.0383		
Total	14.7677	227			

Source: Field Survey, 2022

Table shows the ANOVA result of task complexity on effectiveness. The test of significance of the mean square was done by use of the analysis of variance (ANOVA) technique. The F-Stat value was 159.595, with the mean square of .0383 of p-value = .004% < .05% significance level. This means that the null hypothesis is rejected and the alternate accepted thus, this implies that there is a significant effect on task complexity on the effectiveness of federal road safety commission in Imo State.

Ho₂: There is no significant impact on job delegation on the performance of federal road safety commission in Imo State.

Table 5: ANOVA test on job delegation on performance

Model	Sum of square	d.f	Mean square	F-Stat	P-value
Regression	6.4782	1	6.4782	165.260	.001
Residual	8.8584	226	0.0392		
Total	15.3366	227			

Source: Field Survey, 2022

Table shows the ANOVA result of job delegation on performance. The test of significance of the mean square was done by use of the analysis of variance (ANOVA) technique. The F-Stat value was 162.260, with the mean square of .0392 of p-value = .001% < .05% significance level. This means that the null hypothesis is rejected and the alternate accepted thus, this implies that there is a significant impact on job delegation on the performance of federal road safety commission in Imo State.

SUMMARY OF FINDINGS

- i. There is a significant effect on task complexity on the effectiveness of federal road safety commission in Imo State.
- ii. There is a significant impact on job delegation on the performance of federal road safety commission in Imo State.

CONCLUSION

The study concluded that all the three independent variables influence team work management. Communication, task complexity and job delegation positively impact work team management of federal road safety commission in Imo State. The practical implications of this research lie in identifying the factors of work team management effectiveness that are important for reaching the higher performance of FRSC teams. Fostering the innovative behavior of team coworkers, their cohesiveness and synergy, and quality can increase their performances in terms of productivity. The monitoring and

management of resource usage, setting performance objectives and increasing their skills can lead to better performance, which is important for the creation of successful teams, as well as their viability and sustainability. The study concluded that directors of FRSC should carefully set all important conditions for work team management in order to monitor, control, and improve all crucial factors and create favorable working conditions for their teams.

RECOMMENDATIONS

- i. Management of FRSC should delegate complex task to the expert who have the necessary technical skills and potential for the duty towards nation building.
- ii. Organization should determine what to delegate and choose the right person to delegate the task to and as well clearly define the employee's responsibility and authority as it relates to the delegated task to achieve a desired result.

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