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Teamwork and Organizational Performance of Pharmaceutical Firms in Anambra State, Nigeria

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ABSTRACT: This study examined teamwork and organizational performance of pharmaceutical firms in Anambra State, Nigeria. The study investigated the relationship between teamwork communication and financial performance; team trust and product performance of pharmaceutical firms in Anambra State, Nigeria. Two research questions and two hypotheses were formulated in line with the objectives. Relevant literature were reviewed. The study was anchored on Collaboration Relation Model**.** The study adopted the Survey research design. The population of this study comprises 1180 pharmaceutical firms in Anambra State, Nigeria. The statistical formula by Borg and Gall 1973 was employed to determine the sample size of 300. The instruments were subjected to face and content validity. The reliability of the questionnaire was established through the test-retest and Cronbachi's Alpha. Simple percentage analysis was used in analyzing research question. OLS was used in analyzing the data collected include simple percentages and correlation analysis. Simple percentages analysis was use to analyze the research questions while Hypotheses for the study were tested using Pearson Product-Moment Correlation analyses. The findings of the study revealed that there is a significant positive relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria ($r= 0.903$, $p=0.000$, $p<0.5$). There is a significant positive relationship between team trust and product performance of Pharmaceutical firms ($r=0.763$, $p= 0.000$ which $p<0.001$) .The study concluded that teamwork had a significant positive relationship with performance of pharmaceutical firms in Anambra State, Nigeria. The study recommended that management of pharmaceutical firms should emphasize a more effective communication focused-structure that promotes teamwork, enhance commitment and innovativeness, thereby facilitating employee performance. Organizations and their managements' should also make sure that there is team trust among employee through promotion and reward system that will not only reward individual efforts, but also team efforts.

Keywords: Teamwork, Communication, Team trust, Organization Performance, Pharmaceutical firms..

INTRODUCTION

The use of teams has spread rapidly arising from the belief that the development of strong and effective production also managerial teams will lead to the potential for higher performance and increased job satisfaction (Fapohunda, 2018). Thus, compared to organizations that has traditional departments or similar structures in their design, the organizations which are oriented at teamwork or rather team building activities, can experience such benefits as the achievement of flexibility, the acceleration in

decision making, task distribution and focusing on organizational goals as well as the increase in the motivation and synergy among team members (Isik, Timuroglu & Aliyev, 2019)

Organizations, whether profit or non-profit are driven by the sole desire to perform. These organizations use both human and material resources to achieve some set out goals and objectives. The most important resources organization possesses are its human resources. It is therefore, very important for organizations to seek ways to encourage the people working within the entity to perform optimally in order to achieve its set goals. Organizational performance is usually measured by the organization's level of effectiveness and efficiency.

The performance of pharmaceutical firms in Anambra states is measured by their efforts to achieve organizational objectives over a given period. (Bluhaiwe,2017). Pharmaceutical firms in Anambra state is the act of providing a whole state with good information on drug administration also develop, manufacture and distribute drugs and medication used to prevent, and treat diseases.

Teamwork approach to the management of pharmaceutical firms as laudable as it may appear could also affect performance in a negative way if not managed appropriately. Many people do not always cooperate, nor willing to agree with the common interest. They are more satisfied working alone than as team members. Teams operate better where members are willing to cooperate and surrender some of their individual ideas (Toni, 2015). Consensus, however, is not always possible, and assigned leaders will often put extra effort to ensure that the necessary harmony for quality teamwork exists.

Statement of the Problem

Every organization is made up of human resources to achieve set objectives including pharmaceutical firms in Anambra states. There are various approaches which the pharmaceutical firms may adopt to ensure that they performs effectively, one of which is teamwork. This approach allows members to work as teams bounded by a clear objective to achieve something reasonable within a given time frame.

Although, teamwork approach receives a lot of accolades in management literature, there are some perceived limitations to working as teams. These include the fact of individual differences, question about level of commitment to team goals, interpersonal rivalry, dissatisfaction, and so on (Hackman & Oldham, 2015). It will require astute leadership skills to direct individuals to work together as team. Managing interpersonal rivalry moreover, may take time and effort required to carry out the main task (Hill , 2016). All these have tendency to undermine the efficacy of teamwork approach to organizations' work orientation. It is this problem that the study is poised to investigate and recommend ways that will help to achieve it in Pharmaceutical firms in Anambra state.

Objectives of the Study

The study generally seeks to find out the relationship between teamwork and organizational performance in selected Pharmaceutical firms in Anambra state. Specifically, the study seeks to:

1. evaluate the relationship between communication and financial performance of Pharmaceutical firms in Anambra State, Nigeria,
2. determine the relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria

Research Question.

1. How does communication affect financial performance of pharmaceutical firms in Anambra State. Nigeria

2. What is the relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria.

Hypotheses:

The following null hypotheses are formulated to guide the study:

Ho_1: There is no significant positive relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria,

Ho_2: There is no significant positive relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria.

LITERATURE REVIEW

Conceptual Review

Concept of Teamwork

Teamwork has emerged in recent years as one of the most important ways in which work is being reorganized (Osterman (2017). This idea of delegating responsibilities to work groups has been diffused under a range of different labels. Human resource management (HRM), modem socio-technical theory, business process re-engineering and lean production all embrace the core principles of team working, and suggest an important link with organizational performance Katzenbach& Smith, (2018). A team is a group of individuals who work together towards the same common goal and in doing so achieves more than the sum of individual contributions. Teams are an integral part of many organizations and are incorporated as part of the delivery of tertiary units (Tarragona & Luca, (2017). Successful teamwork relies upon synergy existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Luca and Tarragona (2021) view teamwork as an integral part of many organizations and should be incorporated as part of the delivery of each unit. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment.

Trust

Trust creates the sense of belonging in all employees. It creates the professional development and enhances the employee's skills. It also makes knowledgeable workforce with fewer mistakes .Udo (2023) view trust as foundation of psychological safety allowing members to be vulnerable, admit mistakes, rely on each other and communicate openly without fear, leading to better collaboration, innovation and higher performance by believing in colleagues competence, integrity and positive intentions. It is built through consistent actions like keeping promises, showing empathy, ensuring transparency also fostering an environment where people feel valued and supported to take risks for shared goals.

Organizational Performance

It has been very important for managers to understand which factors that influence an organization performance to take appropriate steps to initiate them. Daft (2019), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Hefferman and Flood (2016) stated that as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas. Richardo and Wade (2020) argued that performance measures could include result-oriented behaviour and relative measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management. Performance should be broader based on which include effectiveness, efficiency, economy, consistency behavior and

normative measures.

Theoretical Framework

The study is anchored on Collaboration Relation Model by McDonough and Doucette.

Collaboration Relation Model

Collaborative Relation Model by McDonough and Doucette (2001) was originally conceived as a model to improve health practices among medical personnel so that physicians, pharmacists and directors could improve relations in the health sector and meet the goal. According to the model, effective teamwork is strongly influenced by clear principles, goals, and objectives so that the members of the team are consciously united by the same mission and building collective commitment. All team members understand and approve the goals and targets of the team.

Team effectiveness is greatly influenced by openness and mutual trust among team members. All team members should receive the same information and be able to communicate fluently and clearly. Team members are free to share their ideas. Experiment and creativity are always-encouraged. Team members should support other members if the idea proposed is logic and useful. Team effectiveness is greatly influenced by the good support and trust among team members. Team effectiveness is greatly influenced by collaboration, communication, and conflict.

Communication is a circle among fellow team members so that its existence is very essential. The ability to manage effective communication by utilizing the existing means of communication should be able to resolve conflict so that it would not work against the integrity of the team.

Inherent in Collaborative Relation model are elements of cooperation, communication,, team trust. The model therefore has been adopted for this study since the assumption is that where the skills of communication, team trust, there is the likelihood of improved performance in the team and by extension the organization where the team is formed.

METHODOLOGY

Research Design

Survey research design was adopted in this study. A survey research seeks to establish a relation between two or more variables that do not readily lend themselves to experimental manipulation (Smiley, 2011), whereas logistic regression model was used to establish the net effects of its relationships with the dependent variables of the study (Brock, 2015). A survey design is the most effective method for the research study as it offers a non-obtrusive approach to the inquiry and results in identification of whether significant relationships exist between study variables.

Sources of Data

The source of data for this research was primary data and secondary data. The primary data for the study was collected through the distribution of the copies of questionnaire. Primary data are first-hand information specially collected for the study. Secondary data was collected from internet.

Population of the Study

The population of the study comprises of one thousand one hundred and eighty (1180) managerial staff of the 5 Pharmaceutical firms in Anambra state. The managerial cadre to be used include the managers, senior staff and those in operations.

Population of study refers to a group of people, objects or events which a researcher deliberately decides to study, primarily to obtain necessary data needed to solve a given problem. The pharmaceutical firms used are Kingsize at Ogidi, Juhel at Awka, Paragon at Ekwulobia, Chez resources, Nkpor, Guaze in Awka, The population is depicted in the table below:

Table 3.1

S/No	Name of Banks	Population
1.	Juhel pharmaceutical Awka	270
2.	Kingsize pharmaceutical Ogidi	220
3.	Paragon pharmaceutical Ekwulobia	230
4.	Chez pharmaceutical Nkpor	200
5.	Guaze pharmaceutical Awka	260
	Total	1180

Source: Personnel unit of each branch, 2026

Sample and Sampling Technique

For quantitative studies sampling is extremely important because sampling saves costs and reduces time of including all units/population. Determining sample size is a very important issue for collecting an accurate result within a quantitative survey design. One of the real advantages of quantitative methods is their ability to use smaller groups of people to make inferences about larger groups in the study (Fisher, 2007). To ensure a clear account for determination of sample size, the statistical formula devised by Borg and Gall 1973 was employed.

The formular state thus:

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

Where

n = Sample size
N = Population of study
e = Margin of error, and in this case = 0.05
1 = constant value

N.B. Target populations of Organizations are 1180. Substituting into formula gives

$$n = \frac{1180}{1 + 1180(0.05)^2}.$$

$$n = \frac{1180}{1 + 1180(0.0025)}.$$

$$n = \frac{1180}{3.95}$$

n = 299.7

n = 300

Test of Hypotheses

Hypothesis One

Ho: There is no significant positive relationship between communication and financial performance of

pharmaceutical firms in Anambra State, Nigeria.

H_1: There is a significant positive relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria

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Table: 1 Correlation result between communication and financial performance

		Financial Performance	Communication
Financial Performance	1	1	.0903
Pearson Correlation			.000
Sig. (2-tailed)		300	300
N			
Communication		.0903	1
		.000	
Pearson Correlation		300	300
Sig. (2-tailed)			
N			

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

Source: SPSS Vision 23.0

From the analysis, p-value is 0.000 which is less than the significant level of 0.5, (p>0.05). Therefore, accept H0 and reject H1. Therefore we can state that there is a significant positive relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria. From the result, the Pearson Correlation (R-value) between communication and financial performance is 0.903, 90.3%. This means there is a positive relationship between both variables. Whereby, the increase in communication will lead to increase in financial performance of pharmaceutical firms in Anambra State. The value of this correlation coefficient 0.90 fall under coefficient range from + 0.71 to + 0.90. Therefore, the relationship between communication and financial performance of pharmaceutical firms in Anambra State is high.

Hypothesis Two

Ho: There is no significant positive relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria.

H_1: There is a significant positive relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria.

Table 2: Correlation Between team trust and product performance

	Product Performance	Team Trust
Product Performance	1	**.763
		000
Pearson Correlation		300
Sig. (2-tailed)		

N	300	
Team Trust	.763	1
	000	
Pearson Correlation	300	
Sig. (2-tailed)		
N		300

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

Source: SPSS Vision 23.0

Table 2 indicates that the p-value is equal to 0.000 which is less than 0.01, ($p<0.01$). Therefore, reject H0 and accept H1. Hence, there is a significant positive relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria

From the result, Correlation is 0.763, 76.3% shows that there is positive relationship between team trust and product performance of Pharmaceutical firms in Anambra state because of the positive value for correlation coefficient. Thus, when increasing in team trust, product performance will be getting higher. The value of this correlation coefficient 0.76 falls under coefficient range from + 0.70 to + 0.80. Therefore, there is a significant positive relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria.

Discussion of Findings

This study discussed teamwork and Organizational performance of Pharmaceutical firms in Anambra State, Nigeria.. The data generated were analyzed using Pearson Product-Moment Correlation analysis the result reveals that:

Communication and Financial Performance

The result of hypothesis one reveals that There is a significant positive relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria. This result is in line with Wagner & Cockburn, 2020; Langerak, Rijsdijk & Dittrich, 2019. that indicated that there is a significant relationship between communication and financial performance. The result shows that There is a significant positive relationship between communication and financial performance. Communication in an organization show significantly higher profits and growth figures than firms that lack communication. There is a. relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria el($r= 0.903$, $p=0.000$, $p<0.5$).

Team Trust and Product Performance

The result of the second hypothesis reveals that there is a significant positive relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria. This result agrees with the finding of Krueger et al., 2020; Ndofirepi, 2020; Asante and Affum-Osei, 2019; Taneja, & Toombs, 2024 and Turyakira & Mbidde, 2025 their result indicate that there is a significant relationship between team trust and product performance. Team trust expand marketing expertise and improve their performance. Team trust is seen from three components, the performer, activity, There is a significant positive

relationship between team trust and product performance of Pharmaceutical firms in Anambra State, Nigeria (r=0.763, p= 0.000 which p<0.01).

CONCLUSION

This study investigated the relationship between teamwork and organizational performance of pharmaceutical firms in Anambra State, Nigeria. The results of Pearson Correlation coefficient analysis showed that there is a significant positive relationship between communication and financial performance of pharmaceutical firms in Anambra State, Nigeria. Based on the result of the analysis the study concluded that team trust had a significant positive relationship with performance of pharmaceutical firms in Anambra State, Nigeria

Recommendations

From the above findings and conclusion the researcher recommended that:

i. Management of pharmaceutical firms in Anambra state should emphasize a more effective communication focused structure that promotes teamwork, as it will provoke togetherness in enhancing commitment and innovativeness thereby facilitating employee performance and then the organization become more improved
ii. Management of pharmaceutical firms in Anambra state should emphasize a more team trust position of shared belief among staff members, such that they can rely on each other to act with integrity competence and reliability. This will help them to communicate openly, collaborate effectively and thus make them to be cohesive, productive and successful in performance of the organization.

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