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Team Orientation And Corporate Performance: The Manager's Perspective

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Abstract: *The study seeks to examine the relationship between team orientation and corporate performance of firms. Team orientation aid performance in organization. Organizations that operate as a team tends to stand the tales of time. Team orientation cannot be over emphasize as it is a gateway for organizational performance. Employee orientation has been found to have a positive effect on sales growth, market share and profitability, sales growth and new product success, perception of product quality and overall business performance. An employee-oriented climate shows the sincerity and benevolence of the firm toward its employees. The study went further to explore on the dimensions of team orientation which are diversity training, team project, team building workshop and the measures of corporate performance which are profitability and service delivery.*

Keywords: Corporate Performance, Diversity Training, Profitability, Service Delivery, Team Orientation, Team Project and Team Building Workshop

INTRODUCTION

A team is a collection of individuals who cooperate to achieve a common objective. Teams have a set of activities to engage in and a defined membership (which might be huge or small). Team members work together to complete sets of linked tasks that are necessary to accomplish a goal. Although each team member is accountable for making a contribution, the success of the team ultimately rests with the entire group. Being a team player (or people person) entails leading by example when a project needs to be completed and getting along well with others. It involves emphasizing soft talents rather than job-related skills. Being team-oriented instead emphasizes the motivations, objectives, and wellbeing of each member. For new hires in any organization, training and orientation are a must. Without orientation and training, a lot of things might happen that are unsafe and can have a bad effect on the business and the new employee. Understanding and accepting that orientation and training serve different purposes and have different roles in an organization is crucial. Orientation is the act of explaining to a new hire the responsibilities of the position and how to carry them out. On the other hand, training is the process of developing the precise abilities required to do the work tasks described in orientation. According to Mathias (1994), orientation is the deliberate acquainting of new hires with their positions, their coworkers, and the organizational culture. The human resources department of most companies runs a program for new hire orientation (Blackwell, 1997). The majority of developed nations, including the United States of America, Britain, and Japan among others, have had tremendous economic growth. The implication is that a developing nation like Nigeria, which has abundant natural resources and the required financial assistance, may likewise achieve such economic success if the right attention is paid to the growth and training of its human resource (Laing, 2009). Whether a company is huge or small, hiring qualified staff is essential for management and operation. The Nigerian formal education system falls short in its ability to impart the necessary job skills for a position in a given firm. Few workers possess the necessary SKACs (skills, knowledge, abilities, and competences) to do their jobs. Because of this, many people need substantial training to obtain the SKAC they need to be able to significantly contribute to the organization's growth (Laing, 2009). The orientation sessions for new hires or employees serve a variety of functions and have a wide range of implications for both the business and the participants. Successful new employee orientation programs, according to research, assist new hires learn and appreciate their responsibilities as well as become comfortable with their organizational environment (Robinson, 1998). The "big-picture" organizational concerns, such as culture, vision, values, mission, structure, ethics, policies, and confidentiality, must be covered in orientation and training in order to have an effective impact on new hires. Numerous businesses in the public and commercial sectors experience a sudden surge of workers each year. An effective employee orientation may go a long way toward making this transfer as smooth as possible and starting new hires off on the right foot straight away. How well does the new employee procedure explain the major organizational problems? Do new hire orientations educate employees and is that knowledge applied in the workplace? Due to the paucity of studies on this subject, answering these concerns is challenging. "Orientation programs have rarely been the subject of scholarly thinking and research," write Wanous and Reichers in 2000. They go on to say that "the current body of research work (on employee research programs) is too small for meta-analysis" (p. 2) and adjusted their methodology to produce a 200-word descriptive summary (Wanous & Reichers, 2000). Similar conclusions have been reached by other investigations. Despite the fact that formal orientation training is used by the majority of organizations to improve performance, "there is surprising little in academic literature examining the impact or most appropriate structure of these

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programmes" (Klein, 2000). The purpose of this study was to investigate how employee orientation affects performance. It is important for an institution or organization to have a well-organized orientation. This should include a well-organized program that provides pertinent and appropriate information and is conducted in a systematic way to ensure that the new employee is equipped with all the knowledge they need to succeed in an organization. Additionally, the employee needs to be required to write a post-orientation report so that management can evaluate the entire program.

Most firms use ad hoc, chaotic, and haphazard techniques to fulfill its orientation demands, but some do so by first analyzing their actual needs and then rationally structuring programs to meet their employees' requirements.

STATEMENT OF THE PROBLEM

There is enough evidence to show that research on cooperation and its impact on employees' performance in an organization has not been very active. The few known empirical studies on the topic could be used to demonstrate this. In addition to this, the widely used independent variables that have been included in teamwork to predict employee job performance from the few studies that have been conducted, ran firms from interpersonal skills to communication without consideration for the abilities of the team members, esprit de corps, recognition and reward, etc. as factors that could better predict the job performance of a teamwork. In a Malaysian public sector business, for instance, Walid and Zubair (2016) investigated the effect of effective collaboration on employee performance, utilizing communication, interpersonal skills, team cohesiveness, and accountability as predictors of performance in a team work. The fact that major institutions and organizations in this nation struggle with orientation programs is concerning. Orientation is still viewed by certain organizations and some institution executives as a waste of resources. The provision of proper orientation for employees to enable them to perform at their best remains a critical issue for our firms/institutions in Nigeria. Most of the time, specific institutional variables are affecting or influencing new personnel. This encompasses the organization's policies, vision, mission, and values, as well as its organizational and institutional culture and structure. As a member of staff at many companies, I discovered that employee performance reviews revealed significant room for improvement. The evaluation revealed that certain employees did not always complete their allocated tasks on time and did not arrive at work on time. Additionally, the orientation programs that businesses offer to their new teams seem to be overstuffed with irrelevant introductions and too many details, which renders the orientation process useless. Despite the apparent fact that issues arise everywhere, particularly in settings with human interactions and activities, businesses must train their workers on how to work around these issues. The question is, "to what extent can team orientation affect performance?" As much as it can be argued that orientation affects or impacts corporate performance. Therefore, the goal of this study is to determine how team orientation affects a firm's overall performance.

CONCEPTUAL FRAMEWORK

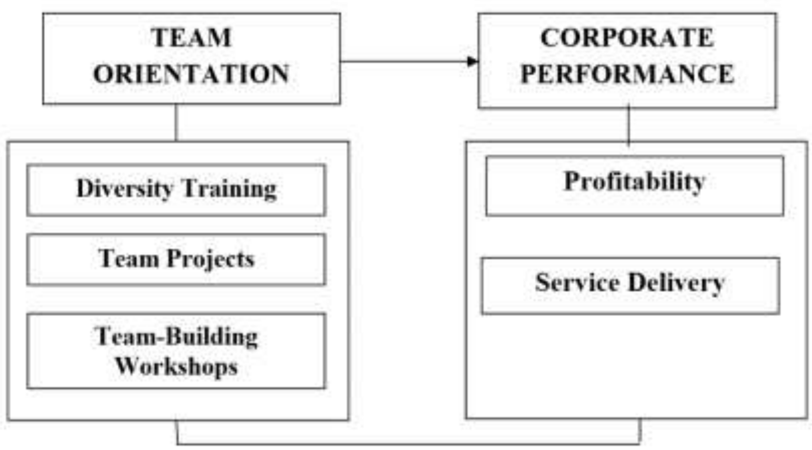

Fig. 1 Source: Conceptualized by the Researcher, 2021

AIM AND OBJECTIVES OF THE STUDY

The purpose of this study was to investigate team orientation and corporate performance in firm. The objectives of the study were:

1. To determine the effect of team diversity training on profitability of firms.
2. To determine the effect of team diversity training on service delivery of firm.
3. To determine the effect of team project on profitability of firms.
4. To determine the effect of team project on service delivery of firms.
5. To determine the effect of team-building workshop on profitability of firms.
6. To determine the effect of team-building workshop on service delivery of firms.

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SIGNIFICANCE OF THE STUDY

Both theoretical and empirical implications can be drawn from the study. According to the study's theoretical framework, team diversity training, team projects, team-building exercises, service delivery, and profitability were all examined to determine their individual and collective contributions to performance in the organizations under study.

The body of knowledge in this field of study gets enriched as a result. The following types of stakeholders in the organizations will greatly benefit from the research findings and subsequent policy discourse.

(i) The management: The management would be made aware of the necessity of using the teamwork approach in their organizations in order to benefit from the productivity and effectiveness of the staff that can be derived from the method.

(ii) The employees: The benefit that businesses derive from teamwork outweighs the disadvantage, thus asking for it is necessary; the employees will be made to understand.

(iii) The students/researchers: The findings of the study will also be advantageous to this group because they will provide a solid foundation for individuals who might desire to conduct additional research in the field.

LITERATURE REVIEW

CONCEPTUAL REVIEW

CONCEPT OF TEAM ORIENTATION

Recall that, according to Dickinson and McIntyre (1997), team orientation is the collection of attitudes that team members hold toward one another, the shared task, and their leader. Teams, as described by Pearce and Robbins (1997), are made up of people who collaborate to complete a task or project. A team is also defined by Salas, Dickinson, Converse, and Tannenbaum (1992) as a distinct group of two or more individuals who interact dynamically, dependably, and adaptively in order to achieve a valued objective, mission, or goal. Each member of the team is tasked with carrying out a specific duty or role, and the team as a whole has a finite lifespan. In a similar spirit, a team was described by Larson and Lafaston (1989) as a group of two or more individuals who work together to accomplish a single, predetermined purpose. According to Cohen and Bailey (1999), an employee team is a group of people that collaborate on tasks and take responsibility for the desired results. They observed that it allows individuals to work together, develop their own talents, and offer helpful criticism without interfering with one another (Jones et al., 2007). According to Robbins and Judge (2007), a work team is a collection of individuals whose combined efforts produce a performance that is better than the sum of their individual contributions. A crucial component of internal corporate communication, orientation can be thought of as a unique type of training intended to assist new hires in learning about their responsibilities, getting to know their coworkers, and settling in to their work environment (Bennett, 2001). A general definition of team orientation is becoming comfortable with and adapting to a new work environment. It describes the procedure used to acclimate a new hire to the company, the team, and the position. Traditionally, organizations conduct orientation by outlining the organization's history, structure, perks, and policies to the new hire. Viewing orientation as a chance to share the organization's vision and objectives, mold the new hire's values, and integrate him or her into the organizational structure is a more progressive strategy (Asare-Bediako, 2008). The crucial time when an employee will either learn how to become a top performance or not is the first few months within any firm. This learning principle, according to Mathias and Jackson (1991), ensures that productivity potential is increased while integrating employee and company expectations at the same time. Employee orientation is the process of giving new hires a general overview of the company and their position. It is essentially regarded as a part of the employer's socialization process for new hires. It is possible to think of socialization as a continuous process of instilling in each employee the dominant attitudes, norms, values, and behavioral patterns anticipated by the company. Socialization is crucial for both organizational stability and worker performance. Knowing what they should and shouldn't do is a major factor in how well new hires perform at work. Effective socialization is measured by one's ability to perform tasks correctly (Asare-Bediako, 2008). One is employed and reports to work in the western world, such as the United States of America, the United Kingdom, etc. He or she is anticipated to fulfill the position after completing the necessary documentation. A Nigerian company, however, must follow a different procedure. Globalization has an impact on the current corporate environment, which is extremely competitive and results in the privatization and deregulation of markets, fierce competition, and ever-rising customer demands. Numerous studies have found that organizations that prioritize their employees outperform those that don't. A company with a high employee orientation level cultivates a set of shared values and beliefs about putting the employee first in order to achieve employee focus and reaps benefits in the form of a defendable competitive advantage, lower costs, and higher profits (Desphande, 1999). Therefore, it would seem that the term "orientation" should refer to some reflection or representation of an individual's overall motivational state at a specific time. The influence of needs, values, attitudes, abilities, and other behavioral factors will be depicted in this state. It could therefore be interpreted as a reflection of what a person wants from a circumstance and the degree to which he believes he will be successful in fulfilling those wants. The operational definition of orientation may then be that it is an expression of how the person sees their circumstance in terms of what they want from it and whether they anticipate getting it (Beatty, 1988).

Orientation will not only define the circumstance but also the individual. As a result, it serves as the connection between the person and his circumstances, both of which are factors that could change and consequently alter the orientation (Bennett, 2001). The major goal of orientation is to allay any concern or anxiety that newcomers may have about how well they will fit in with the organization and how well they will perform. Preparing for new hires, determining what information is required and when it is required, presenting information about the workday, the organization itself, its policies, rules, and benefits, all to be evaluated and followed up, are all elements of an effective orientation system (Mathis & Jackson, 1991). Most significantly, and foremost, employees would be made aware of the channels of communication at work, resulting in efficient collaboration.

DIMENSION OF TEAM ORIENTATION

Team Diversity Training

Businesses that emphasize teamwork respect diversity and recognize that bringing multiple perspectives to the table opens the door to fresh thinking and original solutions to issues. To help employees comprehend the nature of prejudice and stereotypes and to increase awareness of attitudes and beliefs that either impede or support teamwork, these businesses provide diversity training seminars.

Team Project

When tasks are given based on the talents and skills that each team member brings to the table, many projects are finished more quickly and efficiently. The most effective teams and collaborative workplaces share a sense of purpose and recognize how variety helps with problem-solving and coming up with new ideas. Success is won and shared by the team, regardless of the members' individual contributions or skill levels.

Team-Building Workshop

There are several activities available to educate teams how to function as a cohesive unit. Experiences can include everything from retreats and special occasions to specialized training to improve teamwork and communication skills. Employees who participate in effective seminars can see firsthand the advantages of teamwork over individual effort. Some workshops include exercises that foster trust, which encourage teamwork and employee openness in the pursuit of a common objective.

CORPORATE PERFORMANCE

In a variety of ways, the concept of corporate performance lacks conceptual clarity. The definition of the concept is the first area. The word "performance" is frequently used in an arbitrary manner to refer to anything from effectiveness and efficiency to improvement. It has been stated that although businesses should be driven by client satisfaction, they are instead driven by profit. When customers are satisfied, they spend more money, promote goods and services to others, and business earnings rise. While shareholders' demands are primarily to blame for this concentration on profit, it does place a lot of emphasis on tangible (financial) benefits that can typically be valued in monetary terms. Since the middle of the 20th century, a variety of metrics have been used to define corporate performance, including profit growth rate, net or total asset growth rate, and more recently return on sales, shareholder return, market share growth, and the number of new products (Prahalad & Hamel, 1990). Corporate performance is a measurement of an organization's management effectiveness and the value it provides to customers and other stakeholders. Organizational excellence, on the other hand, is described as exceptional practice in leading organizations and providing values to clients and other stakeholders (Moullin, 2007). These definitions, which are condensed versions of those offered by the European Foundation for Quality Management (EFQM, 1999), show that organizational performance and organizational excellence are inextricably linked. The definitions provided above encourage managers to strive for excellence by using every means necessary to achieve the highest levels of performance. Many of the viewpoints that predominated early thinking on business performance have their roots in conventional economic theory, with a focus on market power and industry structure as performance-related factors (Caves, 2011; Caves & Porter, 2017). In order to explain various firm-level performance methods, these studies place a strong emphasis on economies of scale and scope, the optimization of transaction costs among subsidiaries, and crucial market characteristics. According to this theoretical framework, firm performance is created by the coordination of resources, knowledge, and vision to build competitive advantage by responding to environmental businesses with special skills. According to Barney (1991) and Porter (1995), this is the alignment of corporate strengths with external opportunities. The success of the company is widely believed to be determined by factors in the external environment and the industry structure. In recent years, several study streams emphasizing a "resource-based" bundle of skills viewpoint on organizational performance have evolved to characterize the firm's evolution and strategic growth possibilities (Dierickx & Cool, 2019; Dosi, 2018; Itami, 2017). The resource-based view of the internal organizational aspects, notably the cultural learning patterns and the accumulation of human capital assets, has a substantial impact on the company's ability to offer new goods and compete in a variety of Additionally, these same traits determine corporate heterogeneity through their knowledge base and strategic intent. As a result, a firm's future strategies are heavily influenced by how strategically it uses asset allocation to promote its distinct competitive advantage. markets.

Thus, a firm’s competitive advantage is derived from its unique knowledge (Spender, 2013). The connection between firms’ capabilities and competitive advantage also has been well established in the literature. Andrews (2011), and, later, Hofer and

Schendel (2018) and Snow and Hrebiniak (2010), noted the centrality of “distinctive competencies’ to competitive success. More recently, Prahalad and Hamel (2010) and Ulrich and Lake (2011), It was reemphasized how crucial it is from a strategic standpoint to identify, manage, and leverage "core competencies" in business planning as opposed to concentrating solely on products and markets. The resource-based view expands on this idea by arguing that competitive advantage can only be maintained if the resources supporting the capabilities that produce the advantage are difficult for rivals to imitate. To put it another way, resources for businesses must increase "barriers to imitation" (Rumelt, 2014). Resources, which encompass material and financial assets as well as personnel skills and organizational (social) activities, are thus the fundamental analytical units.

A firm’s capabilities result from bundles of resources being brought to bear on particular value-added tasks (e.g. design for manufacturing, just-in-time production). Hansen and Wernerfelt (1989) examined a sample of 60 Fortune 1000 firms and found that economic factors (industry variables, market share and firm size) represented 18.5 per cent of variance in business returns. Their findings also indicated that organizational factors (goal emphasis and human resources) contributed 38 per cent of performance variance. The research suggests that organizational factors influence firm performance to a greater extent than economic factors. A firm’s capabilities result from bundles of resources being brought to bear on particular value-added tasks (e.g. design for manufacturing, just-in-time production). Hansen and Wernerfelt (1989) examined a sample of 60 Fortune 1000 firms and found that economic factors (industry variables, market share and firm size) represented 18.5 per cent of variance in business returns. Their findings also indicated that organizational factors (goal emphasis and human resources) contributed 38 per cent of performance variance. The research suggests that organizational factors influence firm performance to a greater extent than economic factors.

MEASURES OF CORPORATE PERFORMANCE

Service Delivery

Any interaction with the public administration that involves individuals, residents, or businesses seeking or providing information, managing their affairs, or performing their duties falls within the definition of service delivery. These services must to be offered in a way that is efficient, foreseeable, dependable, and considerate of clients. Delivering high-quality services is a priority for service providers who want to add value to their clients' experiences (Grönroos & Ravald, 2011). Companies can boost customer happiness, loyalty, and consequently long-term profitability by offering high levels of service quality (Zeithaml & Bitner, 2000). Service businesses must plan the delivery of their services and assure the effective implementation of the actual plan in order to offer high levels of service quality and hence add value for their clients (Parasuraman, et al., 1988). As a result, effective planning and execution of the developed delivery plans are crucial components of the Service Delivery System (SDS). The optimization of SDS and development of the organization's standards of service are further benefits of ongoing service procedure improvement. In order to provide a consistent service experience to a particular user community in a particular business context, a service delivery is a set of principles, standards, policies, and constraints that are used to guide the designs, development, deployment, operation, and retirement of services delivered by a service provider. The setting in which a service provider's skills are organized into services is known as a service delivery. The terms "service delivery" and "service delivery platform" (SDP), which refer to a collection of technological elements that offer capabilities, have been used interchangeably. The use of SDP capabilities is governed and guided by a service delivery.

Profitability

The ability of a business to turn a profit and continue to exist is referred to as profitability. It describes and quantifies the level of business success. The ability of the owners or management to raise sales while containing variable costs is reflected in an organization's profitability, which is a crucial financial indicator (Davis et al., 2000). The surplus of total revenues over total expenses for the accounting year, or net profit or income, is a sign of a company's productive operations. If the whole costs exceed the total income, a situation known as net loss, the company may not be profitable. The most frequent metrics for measuring financial profitability are profit margin, return on assets, return on equity, return on investment, and return on sales. In order to determine the firm's profitability, various profitability ratios are used, including the gross profit margin (GPM), net profit margin (NPM), operating expense ratio (OER), return on investment (ROI), return on equity (ROE), earnings per share (EPS), dividend per share (DPS), dividend payout ratio (DPR), dividend yield (DY) and earnings yield (EY), and price earning ratio (P/E) (Pandey, 2010).

EFFECT OF TEAM ORIENTATION ON CORPORATE PERFORMANCE

A team's performance is influenced by the knowledge, abilities, and skills of its members. The effectiveness of a team goes beyond the sum of the contributions of its members. However, these skills place limitations on what team members can do and how well they will work together (Robbins & Judge, 2007). According to them, a team needs three different kinds of talents to function effectively. It first requires individuals with technical knowledge. Second, it requires individuals with the problem-solving and decision-making abilities to be able to recognize issues, come up with solutions, assess those solutions, and make wise decisions. Additionally, they noted that the teams required members with strong interpersonal, conflict resolution, listening, and feedback abilities. They added that no team could function to its full capacity without honing all three categories of talents. The appropriate balance is essential since teams perform worse when one element dominates the mix. They pointed out that studies on team member abilities have provided some fascinating insights into team composition and performance, including the need for equal workload distribution, the capacity to adapt prior knowledge to a set of novel problems, and the requirement for matching team skill to task. The advantages of team orientation seem to be numerous. It is commonly acknowledged that employee behavior affects company performance, at least in part, and that these behaviors can serve as a source of long-term competitive advantage (Huselid, 1995; Huselid et al. 1997; MacDuffie, 1995). The conclusion that a company's performance is favorably correlated with its employee orientation has both proponents and opponents in empirical investigations. Teamwork has an impact on employee learning and behavior, which has an impact on organizational performance. The sort of talents and motivation of these personnel, as well as the possibilities and incentives they have to come up with new and improved methods of performing their jobs, are all influenced by their team orientation (Becker and Huselid, 1998; Huselid, 1995). This approach is frequently referred to as a high-involvement team orientation since it encourages skill development, motivation, and independent work (Huselid, 1995). As previously mentioned, a number of research have examined the link between team orientation and organizational performance, with generally encouraging findings. In fact, recent research in this area has moved beyond looking at the relationship between different team orientations and organizational performance to figuring out how team orientation affects corporate performance (Boselie et al., 2005; Collins & Smith, 2006; Hailey et al., 2005). The methodological rigor of these studies has, however, come under scrutiny in recent evaluations of research on the connection between employee orientation and organizational success (Wall and Wood, 2005). These studies argue that more study employing more rigorous research methodologies is necessary and that it would be premature to presume a clear-cut beneficial association between team orientation and corporate performance. Employee orientation is often thought to have a favorable relationship with performance. For instance, Belcourt, et al. (2008) noted that underperformers occasionally may not understand exactly what is required of them, but once their responsibilities are clarified, they are in a position to take the corrective action needed to improve their performance. Matsuno and Mentzer, 1990; Narver and Slater, 2000; and Pelham, 2000 all subscribe to the belief that team orientation is the key to successful business performance. This unequivocally demonstrates the requirement for new hires to receive the correct orientation in order to maximize performance. However, a number of authors failed to discover any evidence to back up this pervasive view.

Employee orientation has been found to have a positive effect on sales growth, market share and profitability, sales growth and new product success, perception of product quality and overall business performance. An employee-oriented climate shows the sincerity and benevolence of a company toward its employees. It could enhance the company’s performance through benefits such as better cooperative learning and knowledge sharing (Janz and Prasarnphanich, 2003) and greater employee commitment (Baker et al., 2006; Lings and Greenley, 2005). For instance, a panel data analysis by Narver et al. (1999) revealed that employee orientation is significantly correlated with sales growth but not with return on investment (ROI); Jaworski and Kohli (1993) also discovered no significant correlation between employee orientation and either market share or return on equity (ROE). Unambiguous evidence for a positive relationship between team orientation and corporate performance was obtained in research utilizing samples from US-based organizations (Jaworski & Kohli, 1993; Narver & Slater, 1990; Pelham, 1997); however, inconsistent results were reported from studies conducted outside of the US (Diamantopoulous & Hart, 1993). A number of more recent studies, according to Jobber (2004), have also discovered a beneficial connection between employee orientation and corporate performance. Employee orientation offers several crucial tools, such as market-sensing skills a business can utilize to connect with its market, that help achieve the benefits of customer service. These resources give a business the ability to recognize, seize, and profit from opportunities and activities (Barnett, 2007; McWilliams & Siegel, 2001), increasing the likelihood that it will perform better. Team orientation refers to an organizational atmosphere that is employee-focused and reflects an organization's value system in terms of rewards (Plakoyiannaki, et al., 2008; Janz & Prasarnphanich, 2003; Litwin & Stringer, 1968). Employee education is made available in an environment that is centered on their well-being, which lowers stress levels and increases commitment and satisfaction (Baker et al., 2006; Lings & Greenley, 2005). It could lead to increased employee trust, which could cut labor costs by lowering turnover (see, for instance, Berman et al., 1999; Kuvaas, 2008). As a result, treating employees with social responsibility can help a company's marketing plan work better by coordinating employee goals with corporate goals (Ahmed & Rafiq, 1993; Wasmer & Brunner, 1991). Particularly in Chinese subsidiaries, this is crucial. The foreign parent's honesty and generosity may be demonstrated by encouraging a friendly, cooperative, and fair environment at a subsidiary. Employees are likely to respond in kind with more dedication and a higher desire to behave in the subsidiary's best interests, resulting in superior customer value (Gounaris, 2006; Plakoyiannaki et al., 2008). Additionally, a collaborative environment can encourage information sharing and cooperative learning (Janz & Prasarnphanich, 2003). Employees are better able to comprehend client wants and respond to market opportunities as a result of such learning and sharing; as a result, new goods can be developed more quickly and with features that better serve the market. This is crucial for new product developments because, according to Brockman and Morgan (2003) and Calantone & Di Benedetto (1988), knowledge and related activities frequently distinguish successful from unsuccessful goods, projects, or programs.

CONCLUSION

The following conclusions are taken from the above literature in light of the study's goals. Through a well-thought-out plan and team orientation program, organizations should make it their obligation to address their history, tasks, and responsibilities for both new hires and existing employees. When implemented, this takes care of a variety of problems for the companies. Programs for team orientation provide a crucial forum for discussing business culture, vision, and mission. All of the goals were reached, and in light of the study's primary goal, it can be said that the following issues a lack of a human resources policy, poor quality and infrequently scheduled orientation sessions, an unsuitable work environment, a lack of adequate logistics and materials, etc. were in fact the main hindrances to effective team orientation in the company.

Recommendations

Based on the analysis of data, the results and the discussion of the results, the conclusions that were drawn, we were able to make the following recommendations:

1. Team members abilities have positive effect on employees performance in an organization. Managers should therefore endeavour to ensure that each team compose of the necessary skills that will enable the team to perform effectively without having too much of each skill to the disadvantage of others.
2. Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams.
3. Team team-building workshop has a coefficient in the model thus showing the relative importance of team-building workshop in a team. When all appearances of mistrust, distrust and suspicion are reduced, the right atmosphere for increased/enhanced productivity from the employees will prevail.
4. Recognition and reward in a team should be encouraged by the organization but caution must be exercised to ensure that cooperative efforts rather than competitive ones are recognized and appreciated to achieve the desired optimal corporate performance from the employees.

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