

## THE EFFECTS OF TEAMWORK ON PRODUCTIVITY: A MILITARY PERSPECTIVE

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### ABSTRACT

The study was on the effect of teamwork on productivity. The study was mostly on military organization. It adopted exploratory research method and used secondary data to carry out qualitative analysis. The study revealed that teamwork has a lot of benefits to the organization as against individualism in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity that highly contributes to organizational productivity compared to other factors. Practically in the military, teamwork is the basis of operation resulting in effective and efficient conduct of any operation; this reinforces the positive effect of teamwork on productivity.

### INTRODUCTION

Organisations are purposeful entities. The purpose of setting up a business could be to gain market shares, profit and perpetual succession of the organisation among several other intents. Public organizations are established to render services and non-governmental organizations are non-profit oriented in nature meant for humanitarian services. In order to realize these laudable objectives, individuals are recruited to man the different forms of organisations. The organisation bonds the recruited individuals into a team in order to attain its goal. According to Slater (2010), a team has characteristics that set it apart from being just a group of people, without which a team might fragment, or the work would not be done. Teamwork is the collaborative effort of a focused group to achieve a common goal or to accomplish a task in the most effective and efficient manner (Ilgen, 1999). Productivity is the manifestation of a focused team.

Productivity is the fruit of a team working together beautifully, it is essential in business organizations as it seems to form its essence of coming to being. The importance of productivity in any organization can hardly be overstated (Nwachukwu, 2016). Productivity is the overall measure of the ability to produce goods or services (Yadav & Marwah, 2015). To operationalize productivity in organisation, the relation of total output to total input is very handy (Nnadi, 2010). This measure of productivity has the advantage of aggregating the effectiveness of the use of the factors of production of the organization to produce goods and services. It draws the attention to the fact that a good integration of resources including human and materials' holding of the organization, will yield higher output. This brings to fore, the need for teamwork in the organisation. Indeed, according to Earley & Erez (1997), teams are formed at the initiative of management to find solution to productivity challenges; to solve management, production, sales and other problems as to help the organization maintain a competitive edge. Job (2011) aptly captures it "great things in business are never done by one person. They are done by a team of

people (teamwork)”. Organizational success is the outcome of a properly bonded team of its employees’.

The core value of the military is on three factors; integrity, professionalism and teamwork. Teamwork forms the fulcrum of military operations (Ezeoba, 2014). The complex nature of military operations makes teamwork indispensable for success. The Nigerian Navy has as a motto ‘Onward Together’ to drive home the importance of teamwork. It is teamwork that that provides the basis for productivity in the military (Shuffler, Pavlas & Salas,2012).Teamwork is believed to be more advantageous than individual efforts for the accomplishment of military missions. This may be due to the scale and scope of military missions which could be complex and ambiguous especially within the context of national security and international politics (Shuffler, Pavlas & Salas,2012). Within such milieu, the best of individual efforts would need to be harnessed and coordinated into teamwork for the efficient achievement of tasks ranging from the tactical objective such as conducting patrols, clearing residential areas of adversary forces to the strategic objective of engaging in multi-national operations and directing large scale operations.

The importance placed on teamwork in the armed forces is not a denial in any form of individual brilliance and excellence to the attainment of group objectives. Rather, it is recognition of the importance and relevance of every member which collectively has been built into a cohesive unit in a delicate and complex enterprise like war fighting. The complex nature of military missions and tasks requires skills and capacities beyond that a single individual can muster. Collective action is therefore required to achieve desired goals. Where a team is not solid and reliable, an inadvertent error of a soldier could rubbish of an otherwise grand plan for an operation. The benefits of teamwork are numerous covering operations, results, performance, identity and image of the organisation as well as the individual. The impact of a well-motivated and trained team can be seen in an organization’s productivity levels; in the case of the armed forces, its war fighting capability. Conversely, the productivity levels of an organisation whose workforce is poorly motivated and trained as a team is likely to be adversely affected. Amidst this contention, the objective of achieving the best performance for teams in military service has remained an ongoing challenge. Another problem is that more often than not, organisations lay more emphasis on productivity at the detriment of the team.

It is in this context that this paper attempts to provide a military perspective to the relationship between teamwork and productivity. The paper is to contribute to literature on the subject of teamwork and productivity with much emphasizes on the military. The purpose of the paper therefore is to examine the effect of teamwork on productivity. The paper will cover literature review, historical perspective of teamwork, teams at work, relative situation of Productivity before teams and role of teams in improving same before concluding. The study adopted exploratory research method and utilize secondary data, analysis was by qualitative method.

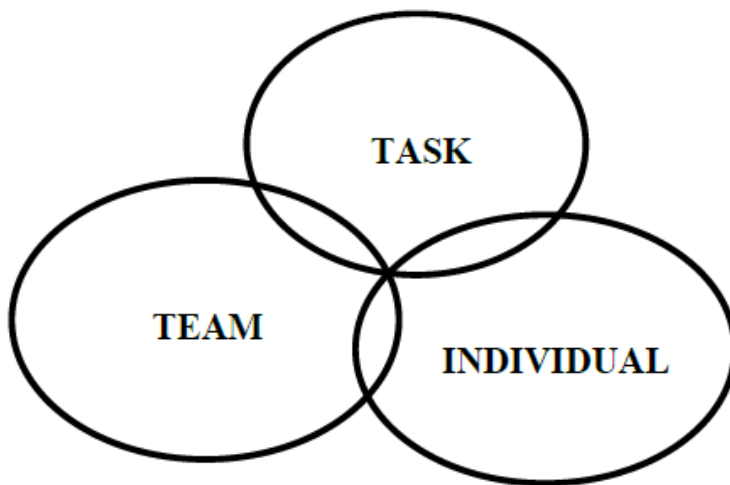
## **LITERATURE REVIEW**

### **Theoretical Foundation-John Adair’s Action-Centred Leadership Theory**

There are a number of theories that were propounded to explain why teamwork is essential and must be adhered in an organization to achieve productivity. In this study, John Adair’s theory on Action-centred Leadership, where he provided a blueprint for leadership and management of any

team, group or organization that is productivity focused. The theory propounded by John Adair insists on purpose leadership as a major tool for management and it can be applied to in any situation. Good managers according to John should have full command of three major Action-Centered Leadership model shown below in figure 2. To him when this is achieved a great balance and visual result in terms of productivity is obtained in the organisation at the point of intersection of the team, individual and task.

Furthermore, Adair believes that leadership is a key element in teamwork, the leader anchors the responsibility of improving quality output, productivity, boosting of the morale of the members of the team.



**Figure 2-The Model of Adair Action Centered Leadership Theory**

These are the three parts of John Adair's Action-Centered Leadership Model and they are commonly represented by three overlapping Circles. These circles illustrate Adair's three core management responsibilities and they are:

- Achieving the task
- Managing the team
- Managing individual

John Adair's Action-Centered Leadership task-team-individual model adapts extremely well as a team, it demands everyone putting his best feet to accomplish a task. He further explains the role each has to play to achieve optimal result.

### **Managerial Responsibilities: The Task**

The tasks include:

- a. Identify the aims and vision for the group, purpose and direction-define the activity (the task)
- b. Identify resources, people, process, systems and tools (inc financials, communications, IT)
- c. Create the plans to achieve the task-deliverables, measures, timescales, strategy and tactics.
- d. Establish responsibilities, objectives, accountabilities and measures by agreement and delegation.

- e. Set standards, quality and time, and reporting parameters.
- f. Control and maintain activities against parameters.
- g. Monitor and maintain overall performance against plan.
- h. Report on progress towards the group's aim.
- i. Review, re-assess adjust plan, methods and targets as necessary.

### **Managerial Responsibilities: The Team**

The team has these responsibilities:

- a. Establish, agree and communicate standards of performance and behaviour.
- b. Establish style, culture, approach of the group-soft skill elements
- c. Monitor and maintain discipline, ethics, integrity and focus on objectives.
- d. Anticipate and resolve group conflict, struggles or disagreements
- e. Access and change as necessary the balance and composition of the group.
- f. Develop team-working, cooperation, morale and team-spirit.
- g. Develop the collective maturity and capability of the group-progressively increase group freedom and authority.
- h. Encourage the team towards objectives and aims-motivate the group and provide a collective sense of purpose.
- i. Identify, develop and agree team-and project leadership roles within group
- j. Enable, facilitate and ensure effective internal and external group communications.
- k. Identify and meet group needs.
- l. Give feedback to the group on overall progress, consult with, and seek feedback and input from the group.

### **Managerial Responsibilities: The Individual**

Individuals have the following responsibilities:

- a. Understand the team members as individuals-personality, skills, strengths, needs, aims and fears.
- b. Assist and support individuals-plans, problems, challenges, highs and lows.
- c. Identify and agree appropriate individual responsibilities and objectives.
- d. Give recognition and praise to individuals-acknowledge effort and good work.
- e. Where appropriate reward individuals with extra responsibilities, advancement and status.
- f. Identify develop and utilise each individuals' capabilities and strengths.
- g. Train and develop individual team members.
- h. Develop individual freedom and authority

### **Concept of Teamwork**

Teamwork also known as team effort galvanise ideas as a collective effort of team members. The essence of teamwork is to boost efficiency, the spirit of togetherness, interdependence, creativity, accountability, leadership and effectiveness among several other benefits associated with teamwork. It is a concept opposite to individualism. In the military, considering its complex tasks and missions, it is believed that individuals working alone cannot be depended upon to produce results as compared to a team (Anderson, 2018). The primary function of the organization is to provide purpose to the cohesive unit in the form of goals and objectives”

(Henderson, 1985 in Martin, 2006). In the military, it is the leader who provides this function for the team. It is in executing these goals and objectives that the team exhibits teamwork.

Salas, Dickinson, Converse, and Tannenbaum (1992) define a team as: "...a distinguishable set of two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal/objective/mission...". Endsley(2011) further defines the required characteristics of a team as: the existence of a shared common goal, team members has predefined roles, and these individual roles or duties are interdependent. It is the dynamic interactions of these interdependent roles that often times is most interesting in the study of teamwork and teams (Godwin, Blacksmith, & Coats, 2018).

Teamwork according to Business Dictionary is the process of working collaboratively with a group of people in order to achieve a goal. This means that people will try to cooperate, using their individual knowledge, skills and providing constructive feedback despite any personal conflict between individuals. Scarnati (2001) defined teamwork as a cooperative process that allows ordinary people to achieve extraordinary results. This is made possible as the process allows team members to draw strength from one another to do exploit. In another definition, Carnegie (2017) stated that teamwork is the ability to work towards a common vision, the ability to direct individual accomplishments toward organizational objectives. Teamwork is the fuel that allows common people attain uncommon results. Individuals working in teams are able to pool their competencies thereby complementing each other to cover gaps as needed, monitor each other's performance and spot performance errors to meet evolving performance demands.

Teamwork presupposes the existence of a team and simply involves a group of individuals working together to achieve a common goal. It is a concept opposite to individualism. In view of the complex tasks and missions of the military; it is believed that individuals working alone cannot be depended upon to produce results as a team (Godwin, Blacksmith and Coats, 2018).Individuals working in teams are able to pool their competencies thereby complementing each other to cover gaps as needed, monitor each other's performance and spot performance errors to meet evolving performance demands.

### **Team**

The concept team has been defined differently by several authors. Slater (2010), quoting Massachusetts Institute of Technology defines team as people working together in a committed way to achieve a common goal or mission. The work is interdependent and team members share responsibility and hold themselves accountable for attaining the results. In another definition, Weihrich, Cannice &Koontz (2008), defines a team as a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. Here, team has goal and standard of achieving the goal.

Furthermore, Ikupolati (2010) defines a team as a group of people coming together to collaborate on performing a task in order to reach a goal to which they hold themselves mutually accountable. There is comradeship in responsibility of a team by members. Tende (2016) define a team as a group in which the contributions of individuals are seen as complementary. Collaboration, working together, is the keynote of team activity. A team is therefore a small

group of people working together purposefully to realize a set objective(s) in an accountable manner.

### **Characteristics of Team**

Teams as distinct from other forms of groupings has peculiar characteristic. According to McGrath (1984), teams differ from other serial aggregates in as much as the later do not have the potential mutual interaction of a group. However, a team has several identifying characteristics (Earley & Erez, 1997). First, it is usually small so that all members can talk and interact with one another. Team members know themselves, each other strength and weaknesses.

Secondly, team members are dependent on one another, and they must take into consideration other members choices and decisions as they themselves act that could be seen in a football team, where the strikers no matter how good, depends on feedings from the midfield to score goals and has to respect the decision of the midfield players to whom the ball is passed. Third, this mutual dependence implies that the team has a history and continues over time with an expected future. Thus, a team can be distinguished from other groups of people based on three dimensions; size, mutual dependence and longevity.

### **Considerations for Teamwork**

The three dimensions of a team; size, mutual dependence and longevity are geared towards the realization of competency in teamwork. This is however challenging due to the adaptation of modern technological advances in work and the increasing competition between industries. This now increases the burden of leadership. The most efficient elements to overcome such difficulties regarding teamwork are positive communication, confidence, and functional leadership. It is nearly impossible to build up an efficient teamwork without these factors. The elements that are vital in achieving competence and efficiency in teamwork according to Sanyal & Hisam (2018) include the following:

- a. Trust among all team members.
- b. Well-Preparation to engage in various debates around ideas.
- c. Learning to commit to decisions and plans of action.
- d. Effective leadership and structure of teams with well-defined roles and responsibilities of team members.
- e. Proper performance evaluation of team members and rewards and recognition for outstanding work.
- f. Focusing on achieving collective results. This implies orientating the team members on organisation productivity.

### **Concept of Productivity**

The concept of productivity is the day to day concern of the management of organisations. In whichever angle that it may be defined productivity is seen as the key to prosperity at all levels of the organisation. Otokiti (2002) quoting Peter Drucker, defines productivity as “that balance between all factors of production that will give the greatest output for the smallest effort”. He summarised this to mean the relationship between output and input and gave a personal definition as “the total value or volume of output or production which is the volume, value or quantity of goods and services produced in a given period by a worker, plant, firm or economy”. The sum total of the results achieved by the various factors used together is productivity.

Weilrich & Korntz (2008) defines productivity as the output –input ratio within a time period with due consideration for quality which brings in the idea that productivity can be improved with variation of conditions. Nnadi (2010) regards productivity as the measure of how well resources are brought together and utilised for accomplishment of a set of results. The result is the outputs obtained from the inputted resources (input). It is reaching the highest level of performance with the least expenditure of resources (Mali 1978).

Nwachukwu (2016) defines productivity as the output resulting from a given resource input at a given time. Gleaning from the definition above, productivity is it relates most especially to military organisation is the outcome of investment of resources in any operation in a given time, and in business, it is the obtained output in a given time taken into consideration the invested resources.

### **Elements of Productivity**

According to Nwachukwu(2016), a good definition of productivity includes three elements; output, resources committed and time. These elements are briefly explained as follows; Outputs are the goods and services produced. The resources committed include labour, machine, capital and energy. Productivity serves as a scorecard of the effective use of resources (Stevenson, 1994).

The resource committed is measured in terms of cost (Nwachukwu, 2016). Time is the measure of the output rate (Stevenson, 1994), the period from injection of input to when the output was achieved. The elements of productivity determine the realistic outcome of any investment being effectively put to use.

### **Factors affecting Productivity**

Productivity measured in terms of output per man (or per man hour) is broadly determined by two principal factors; technological development and employee job performance (Otikiti, 2002). Employee job performance depends on the ability of the individual employees, the motivation of employee and the physical conditions of work. Teamwork assists in educating employee and ensures job satisfaction to an acceptable stage. The two main factors are discussed subsequently.

- (a) Technological development, and
- (b) Employees' job performance.

Of these, employees job performance depends primarily on:

- i. The ability of the individual employees (may be called the ability to work).
- ii. The motivation of employees (may be called the willingness of the worker to work).
- iii. The physical conditions of work.

The following chart in figure1, gives understanding of the whole set of forces that have bearing on productivity. They take root from technological development and employee job performance.

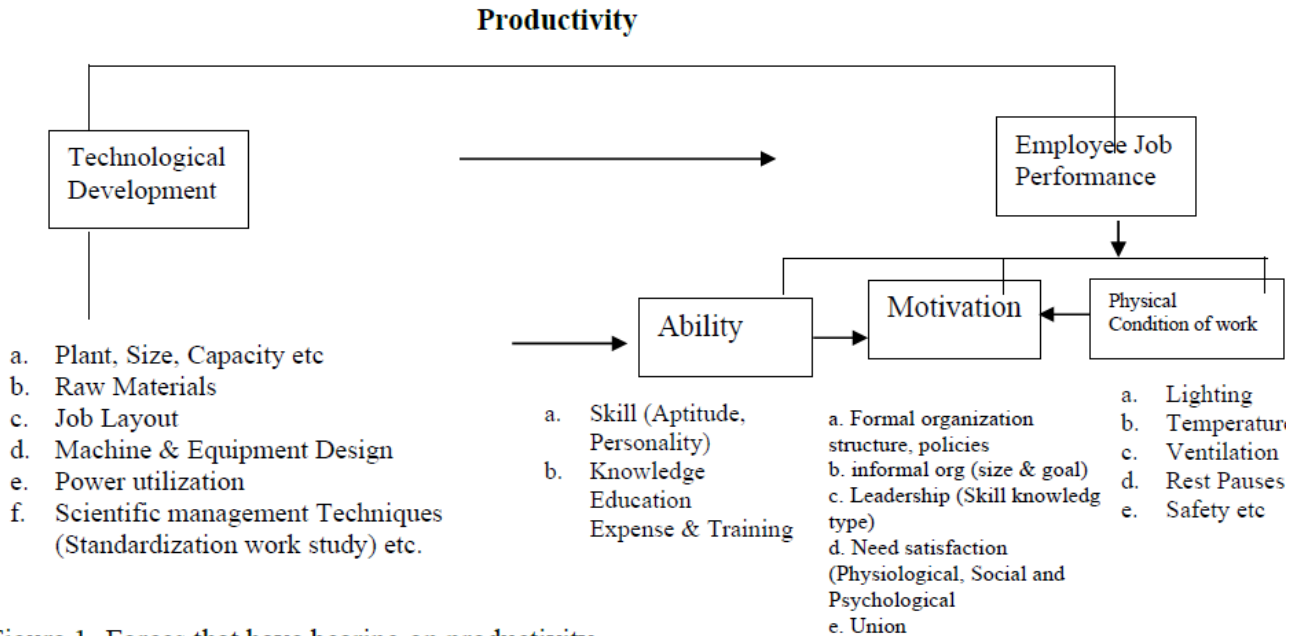


Figure 1- Forces that have bearing on productivity

Source: Adapted from Otokiti S.O. (2002): Theoretical concepts & scope of management

### Technological Development

Technical factors including the degree of mechanization, technical know-how, raw materials, layout and the methods and techniques of work determine the level of technological development in any industry. Research shows that in industrial plants technological development is by far the most important factor influencing productivity. Improvements in methods of work and equipment are reported to have shown increases in productivity ranging from 20 to 200percent. In marketing firms, on the other hand, the degree of technology will have relatively less bearing on productivity and employees' job performance will have a more important part to play. The principal factors in technological development affecting productivity are:

- The Plant.* The size of the plant and the capacity utilization will have a direct bearing on productivity. Production below or above the optimum level will be uneconomical and will tend towards lower levels of productivity.
- Research and development.* Investment in research and development may yield better methods of work and better design and quality of products.
- Plant and job layout.* The arrangement of machines and positions in the plant and the set-up of the work-bench of an individual worker will determine how economically and efficiently production will be carried out.
- Machine and equipment design.* Whether the machinery and equipment is modern and is in keeping with the limitations and capacities of people will also determine the efficiency of production and the level of productivity. Higher levels of productivity in foreign coal mines and cotton textile mills as compared to those in India could be traced to this factor at least in part.
- Production processes.* Advanced production processes involving the use of integrated and automatic machinery and semi-processed materials have been known to help in raising



- levels of productivity.
- (f) *Power, raw materials and others.* Increased use of power and improvement in the quality of materials has a favourable effect on productivity.
  - (g) *Scientific management techniques.* Better planning of work, simplification of methods, work simplification, time and motion study, emphasis on need for reduced wastage and spoilage are some of the contributions of the scientific management movement to the cause of higher productivity.

It will be realized that technological development in an industry will depend not only on the general economic and technical environment in the country but also on the availability of capital stock or financial resources. This makes capital a crucial factor in productivity. It also needs to be recognized that technological development will influence employees' job performance also. With better machines, tools and processes, both fileability and the willingness of the employees is likely to increase.

### Employees' Job Performance

The human factor is a critical factor in the success of an enterprise or an industry. The human side of an enterprise is its dynamic part: good machines, improved methods of work, new processes, in short all improvement in technology, calls for willingness and action on the part of the men in the industry to serve as agents of higher productivity. Employees include men at levels of organization right from the rank and file workers up to the top level executives. That the employees' attitudes and performance have an immense bearing on productivity is well brought out by the fact that scientific management techniques have not brought about the promised levels of productivity mainly because of difference and hostility of the workers to the basic philosophy underlying such techniques. "Sometimes, an improvement in technology is more than offset by changes for the worse on the human side of productivity which should go up actually goes down".

Job performance of employees is broadly determined by three factors:

- i. **Ability:** the ability of an individual employee to perform well on his job is of fundamental importance in productivity. Certain personal factors govern this prerequisite of higher productivity. These include knowledge and skill. Knowledge is acquired through training, education, and interest on the part of the learner that shows how important education is for higher productivity. Skill is affected by aptitude (one's capacity to learn a particular kind of work), personality (emotional maturity, balance among others) as also by education, experience and training etc. a person who is deficient, in knowledge and skill is likely to be less productive than a person who is normal in these respects, other things remaining equal.
- ii. **Motivation:** the willingness of the employee to work for an organization is related to his productivity in an important way. The urge to work is a complex phenomenon governed by several factors. The motivation of an employee will depend upon the organization structure (formal as well as informal), leadership, need satisfaction and the influence of trade unions. Delegation and decentralization of authority, participative management, organizational efficiency, proper personnel policies relating to selection, placement, promotion, wage-salary levels, incentives, merit-rating, job evaluation, training and provision for two-way communication are some of the features of the formal organization which influences motivation. Although job satisfaction is not necessarily a motivator to higher productivity yet it does prepare the way for motivation. Employee motivation will depend also on the national economy and the personal situation of the individual.

### **Empirical Studies of Teamwork and Productivity**

Agar, Wal and Adjiracker (2016) conducted a study on impact of teamwork on organizational productivity in some selected basic schools in the Accra metropolitan assembly, Ghana. The study investigated the contribution of teamwork on organizational productivity. The study population was 242 staff members comprised of upper, middle and lower staff of some selected schools. Convenience sampling method was adopted to serve 242 questionnaires while SPSS package was used to analyse the collected data with multiple regression. The findings was that teamwork brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity highly contributes to organizational productivity compared to other factors.

Klan & Mashikhi (2017), work was to examine the impact of teamwork on the performance of employees working in banking sector. The study was conducted in Muscat, Oman. The study used correctional research design to examine the relationship between teamwork and employee's performance. The population of the study was 500 employees from which structured questionnaires were administered to a sample of 120. Data obtained was analysed using correlation coefficient and regression analysis. The study found out that teamwork is an effective measure to increase the performance of the employee mainly in the banking sector in Oman. This finding implies that teamwork is capable of positively impacting productivity.

Another work was conducted by Sanyal & Hisan (2018) on the impact of teamwork on performance of employees: A study of faculty members of Dhofar University, Sultanate of Oman. The research seeks to examine the impact of teamwork on occupational performance. The objective was to highlight the effects of teamwork on faculty members in Dhofar University and their performance also to examine factors associated with the concept of teamwork in job environment. In the research questionnaire was administered on 100 respondents from the population of faculty member in Dhofar University. The collected data was analysed using correlation and ANOVA. The finding was that teamwork, leadership and structure, team trust and performance appraisal and rewards have a significant and positive impact on performance of faculty members in Dhofar University. Though, in this current study, the dimensions were not used. The outcome of the research work is applicable in this study.

Tohidi (2010) conducted a study on Teamwork, productivity & effectiveness in an organization base on rewards, leadership, training, goal, wage, size, motivation, and measurement and information technology. The study was conducted at Islamic Azad University, Tehran, Iran. It adopted a survey research method using models based on secondary data. The finding was that factors that influence the effectiveness of teams at work organisation were the base of the study which provides the strongest support for the value of teams to organizational effectiveness.

### **Historical Perspective of Teamwork**

The history of teamwork cannot be devoid of the Holy Book. The Bible as recorded in the book of Genesis, "And God said, let us makes man in our own image, after our likeness." This was a team in bringing man to being (Genesis, chapter 1), it was further demonstrated during the construction of the Tower of Babel (Genesis 11:1-8). The factor that aided the team was unity of purpose, concentration of efforts, and division of labour as well as availability of leadership. The

work was progressing speedily until the loss of the ability to communicate brought the work to an abrupt end, which clearly brings out the importance of communication in teamwork.

In the realm of man, the institution of teamwork could be traced to the military. According to Koontz & O'Donnell (1976), as might be expected, some of the more important principles and practices of modern business management may be traced to military organisations. Except for the church, no other form of organisation in the history of western civilisation was forced by the problem of managing large groups to developed organisation principles than the military. The needs of the military could not be handled by individuals. For thousands of years, armies have been victorious not because of individual acts of heroism but through creating the ultimate team (Stephenson, 2018). Teamwork is therefore a matter of life and death in the military and, is valued over and above everything else in the armed forces.

This assertion of associating teamwork with the military seems to be given credence by Edwards, Cooke and Rosen (2008), stating that the shift from the typical assembly line to more contemporary organisational model that contain increasing amount of team work, first came about during world war I and world war II. The need to effectively prosecute the war and have unity of effort among the populace necessitated the adoption of teamwork (Shills & Janowitz, 1948). This period saw the advent of the industrial revolution that led to increase in productivity of industrial concerns. The movement towards teamwork in business places was mostly due to the outcome of Hawthorne studies, a set of studies conducted in the 1920s and 1930s that highlighted the positive aspects of teamwork in an organisational setting (Ile, 2010). The study showed how a well oriented and motivated team could bring about increased performance overtime. This means that cohesion within a team could bring a positive influence on productivity.

Today, new forms of work in teams have emerged. According to Tende (2018), all organisations depend on teams to achieve success. New forms of work organisations exist such as combined multi-tasking teams, telecommuting and electronic performance monitoring teams among several other forms. Members of the team derived strength and a sense of belonging from the team membership thereby forming a unified force to confront any given tasks. Thus, as expected, these efforts yield greater outcome in form of increased organisational performance.

### **Relative Situation of Productivity before Teams**

The relative situation of productivity before teams depended on the effect of individualism. Individualism according to Ikupolati (2010), is the process through which employees successfully exert influence on the social system by challenging the culture of productivity of the organisation. The interests of individuals superseded group interest and relatively impact the outcome. Organisations consist of individuals which form teams (Akinmayowa, 1999). This impact of individualism on an organization is illustrated in the chart below on Table 1.

**Table 1: Impact of individualization man organization**

High	Conformity (3)	Creative Individualism (4)
Socialisation		
	ISOLATION (1)	Rebellion (2)
Low		
		High
	Individualism	

Source: Adapted from Ikupolati (2010), the secrets of effective leadership created.

From the table, the relative situation of productivity when individualism prevailed before teams was as follows:

- a. At the first quadrant, limited exchange of idea (socialisation) and limited (low) individualism in the lower limit creates isolation with the realization of little or missing of goals/objectives.
- b. At the (2<sup>nd</sup> Quadrant) lower right quadrant, where there is too little socialization and high individualism, rebellion against management is the outcome. In this situation, productivity will be negativity imported due to sabotage, lack of sense of belonging and occasional work disruption from strikes.
- c. The situation at the 3<sup>rd</sup> quadrant where there is high socialization and low individualism, there is conformity. Productivity will be as planned.
- d. The organization desire is to have the situation in the 4<sup>th</sup> quadrant, where there is match of high socialization and high individualization for creative environment because that is what it takes to survive in a very competitive environment.

There is a sense of compliance which transform individual to be creative towards the organisations goal. It is tending towards a team effort. This is Akinmayowa (1999), tagged adjustment to social group which require integration of socialization and individualism to achieve high level of understanding within the organization.

Ikupolati (2010) observes that every organization wants to have people grow with it, shed individualistic tendencies and doing right things even when others want to follow the easy path. This can become quite a balancing act between the need off an individual and that of a team. Individual effort fused in the team effort which results in greater productivity. Individualism favours individual rights, loosely knit networks, self-respect, personal rewards and careers but does not favour enhanced productivity. It concentrates on who is number one! Socialization or collectivism favours the team and harmony and asks what is best for the organization. Individuals are important to the team as well as the team being important to individuals, and

when individual interest is catered for in the team quest for productivity, tasks are executed with ease. Organizations need people to challenge, question and experiment which maintain the culture that binds them into a social system, a system that favours productivity.

In the military, individualistic tendencies are discouraged. By the military doctrine, a force of three is directed to be fought against one. That is, if the opponent is a battalion, a friendly force of three battalions is to be brought to bear on the adversary. One battalion confronting one battalion will not be able to bring a decisive force to prosecute the battle. The productivity which is the outcome of the battle may swing in favour of the any of the opposing forces, but if an overwhelming force is brought to bear; three against one, the productivity (outcome) is decisive in favour of the greater strength. It is in the same vein, that fighter's jets attack in squadron and battle ships in squadron and divisions (NNOI, 2015).

Individual effort as against a team effort can at best be described as abysmal. In businesses, individual effort is described as chaotic individualism (Ile, 1999 taken from Taylor, 2011 postulation of the principle of scientific management). The organisation will be producing below installed capacity and will not be able to break even at the end of production period. In the military, individualism will prolong operation. This became apparent in Nigeria in anti-insurgency operation in the North East. The "Jama'atu Ahlis Sunna Lidda'awatiwal-Jihad", popularly known as Boko Haram which has been operating in North Eastern Nigeria since 2002 became a terrorist group in 2009 after the killing of its founder, Mohammed Yusuf (Egbejule, 2019). According to Shafa (2016), a general in the Nigerian Army, military response to Boko Haram insurgency started as Internal Security (IS) Operation, Operation RESTORE ORDER I in Maiduguri, Borno State and Operation RESTORE ORDER III in Damaturu, Yobe state. The operations were conducted by 21 Brigade and a combination of 241 Battalion and 231 Battalion. The 2 operations were independent of each other, mainly a single service operation conducted by the Nigerian Army alone. In 2015, the entire military operation in the North East was reorganized when it was noted that the scope of the operation was beyond a single service handling. The entire region was designated theatre of Operation under a unified command of forces from the Nigerian Army, Navy and Airforce, and the operation was renamed Operation LAFIYA DOLE. In February 2016, a new division, 8 TF Div was created and inserted into Northern Borno to deny the insurgents freedom of action.

### **Role of Teams in improving same**

The basic presumption of teamwork according to Mendelsohn (1998) is that the whole is greater than the sum of the parts, which by cooperation, coordination and cordiality, the team can produce more than the individual efforts taken alone. The role of team in improving difficult situation after individualism was exemplified in America. Earlier according to Mendelsohn, 1998, survivability was based on individual effort in the country, however a drastic turn around occurred when survivability became a team effort of the nation. The daily struggle for survival has been reduced substantially by a high standard of living and welfare system that mitigates the effect of sickness, unemployment and other ills that faced earlier generation. Seidel (2019) confirms that when two people work on the same project, the project has more work hours devoted to it and, thus, is costing more than if only one person worked on the project. But several research works have confirmed that in such circumstances, each individual's productivity

increases above their productivity level when they worked alone. In fact, the weaker worker's productivity increased an average of 10 percent.

Military service is rooted in teamwork which is believed to be more advantageous than benefits derivable from individual efforts for the accomplishment of military missions. This may be due to the scale and scope of military missions which could be complex and ambiguous especially within the context of national security and international politics. Within such milieu, the best of individual efforts would need to be harnessed and coordinated into a team for the efficient achievement of tasks ranging from the tactical (example, conducting patrols, clearing residential areas) to the strategic (example, engaging in multi-national operations and directing large scale operations). Amidst these contentions, the objective of achieving the best performance for teams in military service has remained an ongoing challenge.

The importance of teamwork to the attainment of military objectives gained prominence during World War II where the resilience of the German military which was attributable to cohesion within its teams resulted in unimaginable performances in the face of overwhelming odds in equipment and personnel. The performance of the German soldiers revealed that a good sense of loyalty and cohesion among unit members' soldiers is very important in soldiers enduring and surviving the vagaries of war. The Vietnam War also left an impact in the understanding of teamwork and performance of the military. During the Vietnam War, the US military transitioned from the draft system for enlistment into an all-volunteer professional force. In order not to lose its overall capabilities as a result of this change in national defence strategy, there was a need to maximise the effectiveness of teams in the US military during the war. This resulted in the placing of premium on coordinated action among teams and units and subsequent emphasis on team dynamics.

Teamwork as a factor of productivity and performance was also affected by the accidental shooting down of an Iranian airliner over the Persian Gulf in 1988. The incident was blamed on poor information management and other human as well as operational factors. Consequent upon this incident, focus on teamwork was placed on improving information sharing processes between teams and decision making in stressful situations. A major point in the development in teamwork was what followed the terrorist attacks of 11 September 2001 in the USA. Investigations of the incident revealed failure in information sharing between agencies. Consequently, the Department of Homeland Security was created which was another form of strengthening of teams which cut across military and civilian units, agencies and professional bodies including a linking up of new arenas for military engagements such as the cyberspace.

According to Shafa (2016), the anti-insurgency operation in the North Eastern Nigeria has witnessed a positive turn-around after the introduction of a joint operation to tackle Boko Haram terrorist. In combination of other civil measures, as at early 2018, Operation LAFIYA DOLE has liberated the entire Adamawa and Yobe states as well as Borno State. Clearing operations are being conducted to clear remnant of the insurgents lurking around from air and land in the bushes and Lake Chad Area. This has made Egbujule (2019) to state that the odds may be stacked against Nigeria, but stories of hope are emerging. The joint operation was able to do in one year, what the Nigerian Army could not do in three years. This reinforces the essence of teamwork for the realization of productivity.

## CONCLUSION

Organisations in any form are purposeful entities that utilize resources to achieve its aims and objectives. Teamwork presupposes the existence of a team and simply involves a group of individuals working together to achieve a common goal. Individuals working in teams are able to pool their competencies thereby complementing each other to cover gaps as needed, monitor each other's performance and spot performance errors to meet evolving performance demands that bring about effective and efficient productivity.

Productivity is the measure of how well resources are brought together and utilised for accomplishment of a set of results. The result is the outputs obtained from the inputted resources (input). In the military organisation, productivity is the outcome of investment of resources in any operation in a given time, and in business, it is the obtained output in a given time taken into consideration the invested resources. Teamwork has a significant effect on productivity. Working as individuals, the performance is abysmal in comparison with the output of a team. This in agreement with John Adair's theory on Action-Centred Leadership, where he provided a blueprint for leadership and management of any team, group or organization that is productivity focused. Also, empirical studies on the impact of teamwork on productivity indicates that that teamwork brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity which highly contributes to organizational productivity compared to other factors. Practically in the military, teamwork has brought about effective and efficient conduct of operation reinforcing the positive effect of teamwork on productivity.

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