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**Effect of Team Building Activities on the Profitability of  
Some Selected Manufacturing Firms in Enugu State, Nigeria.**

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**ABSTRACT**

*The study was on effect of team building activities on the profitability of manufacturing firms in Enugu State (7up bottling company, Nigeria bottling company Innoson Nigeria plc, and Sharon paints Enugu), the study aimed to Ascertain the extent to which involvement of junior employees in decision making influence the firms to generate earnings, to determine the extent to which communicant on flow activists of the firms increase on the sales volume, to determine the extent to which problem solving on the firms influence the commitment of the staff in the organizations. The study had a population's size of 5536, out of which a sample size of 334 were utilized using Freund and Williams formula. Instrument used for data collection was primarily questionnaire. 285 staff returned the questionnaire and correctly filled. The survey method was adopted for the study. Three hypotheses were formulated and chi-square ( $\chi^2$ ) was used for the test with the aid Chi-square ( $X^2$ ) statistical tool for hypotheses one and three and Z-test for hypothesis two the aid of Special Package of Statistical Software (SPSS).. The result was revealed that the involvement of junior employees in decision making positively influence the firms to generate earnings,  $\chi^2(95,n=334) = 29.488, p<0.5$  there is no involvement of junior employees in decision making positively influence on the firms to generate earnings,  $\chi^2(95,n=334) = .811, p>0.5$  Problem solving on the firms positively affect the commitment of the staff working in the organizations,  $\chi^2(95,n=334) = 27.475, p<0.5$ . The study concludes that there is low effective business communication; this could be attributed to the category of business (service versus manufacturing) and its size. Lack of effective business communication in the manufacturing firms could lead to lost in growth, cost, profit, and sustainability. The study recommends that organizations should understand that there is positive and negative consequence of conflicts; however, the negative consequences far outweigh the positive, in fact the positive consequences are so infinitesimal and inconsequential and hence have no bearing whatsoever in the organization.*

**Keywords:** Team Building Activities, Profitability, Manufacturing Firms.

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**INTRODUCTION**

Manufacturing firms are seriously coming up with so many competitive advantage over each other, and is based on organizational effectiveness, and as a strategic tool of the

highest order in terms of firm management [1]. Firms battling with a dynamic environment; the strengthening of their dynamic capabilities is a key concern. These rapidly changing capabilities have been defined on the firm's ability to innovatively reconfigure its resource Amir and Amen [2]. In view of this, team-building activities come up as a means to achieve a breakthrough in such dynamic environment. Team building implies all those components that is undertaken to motivate the team members and enhance the entire performance of the team. Team building activities involves various tasks or duties undertake to form a team member, motivate him and increase his performance to a maximum. Whenever a person does well and he is appreciated, he becomes happy and tries to do better the next period. The individual who presents a quality idea and he/she is congregated that makes him happy.

Anikwe (2014) [3], Team Building activities are of utmost importance as they help in the overall development of the team members and in turn improving the team's performance. It also strengthens the bond among the employees and they feel motivated to work and achieve the targets. Some kind of team building activities must be undertaken from time to time to encourage the team members to work hard and realize their dreams. Team building activities involves communication activities, problem solving, decision making activities, adaptability, planning activities, and activities that focus on building thrust, [4].

Due to the fact that teamwork is so important to business performance, team-building activities are vital issues in manufacturing firms. This has motivated the study effect of Team-building activities on the profitability of manufacturing firms in Enugu State.

### STATEMENT OF THE PROBLEM

Team-building activities were meant to enhance mutual relationship, work in a co-operative environment, facilitate share of knowledge, skills and being flexible to serve many roles. The manufacturing firm like any other business concerned is established, organized and operated primarily to produce goods and services and make profit, team building activities helps to reduce conflicts for better organizations climate to generate high morale and productivity. In view of numerous pressures resulting from harsh economic conditions, manufacturing firms tend to decline in team building activities. This is because there is gap in communication activities, lack of problems solving hence employee demanding for salary upgrading and better conditions in order to meet up with high cost of living. Junior employees are not involved in decision making planning activities are not meeting up the expectations, lack of building trust to each other, lack of working well together and therefore low productivity.

The study is being undertaken mainly due to the large concentration of manufacturing firms in Enugu State and also good spirit of the people, lack of team building activities, therefore reduces productivity and hence the economic activities of the state. It is on this background, that the study Effect of Team-building activities on the profitability of manufacturing forms in Enugu State, Nigeria.

### **OBJECTIVES OF THE STUDY**

The main objectives of the study are to evaluate the effect of Team-building activities on the profitability of manufacturing firms in Enugu State. The specific objectives include to:

- Ascertain the extent to which involvement of junior employees in decision making influence the firms to generate earnings.
- Determine the extent to which communicant on flow activists of the firms increase the sales volume.
- Determine the extent to which problem solving on the firms affect the commitment of the staff in the organizations

### **RESEARCH QUESTION**

- To what extent does involvement of junior employees in decision making influence the firms to generate earnings?
- To what extent does communicant on flow activists of the firms increase the sales volume?
- To what extent does problem solving on the firms affect the commitment of the staff in the organizations

### **RESEARCH HYPOTHESIS**

- Involvement of junior employees in decision making positively influence the firms to generate earnings.
- Communicant on flow activists of the firms positively affect the firms increase the sales volume.
- Problem solving on the firms positively affect the commitment of the staff in the organizations

## LITERATURE REVIEW

### CONCEPT OF TEAM BUILDING ACTIVITIES

Team building activities is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks. It is distinct from team training, which is designed to improve the efficiency, rather than interpersonal relations. Team building activities can be used by any business, large or small to promote netter teamwork in the workplace, and as most business owners and managers know, great teamwork is one of the key factors associated with a company's success.

### CONCEPT OF PROFITABILITY

Profitability is ability of a company to use its resources to generate revenues in excess of its expenses. In other words, this is a company's capability of generating profits from its operations. Profitability is one of four building blocks for analyzing financial statements and company performance as a whole. The other three are efficiency, solvency, and market prospects. Investors, creditors, and managers use these key concepts to analyze how well a company is doing and the future potential it could have if operations were managed properly. The two key aspects of profitability are revenues and expenses. Revenues are the business income. This is the amount of money earned from customers by selling products or providing services. Generating income isn't free, however. Businesses must use their resources in order to produce these products and provide these services. Resources, like cash, are used to pay for expenses like employee payroll, rent, utilities, and other necessities in the production process. Profitability looks at the relationship between the revenues and expenses to see how well a company is performing and the future potential growth a company might have. Hawthorne studies, on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs[5].

Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance.

### CONCEPT OF MANUFACTURING FIRMS

Manufacturing is the process of converting raw materials and/or parts into finished goods that can be sold in wholesale or retail markets or exported for sale in other countries. It covers a wide range of industries, from food and beverages to pharmaceuticals, iron and steel to textiles, as well as lumber, tobacco, automobiles, aerospace, and petrochemicals. Manufacturing consists of two categories: durable and nondurable goods. Durable goods,

such as cars, airplanes, and large household appliances, may be used for a long time. Nondurable goods, such as food, cosmetics, and clothing, are consumed more rapidly.

## THEORETICAL FRAMEWORK

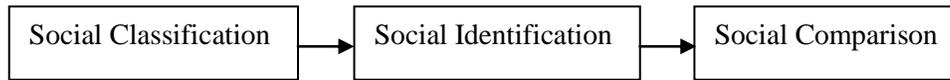
### SOCIAL IDENTITY THEORY

Henri Tajfel's greatest contribution to psychology was social identity theory. Social identity is a person's sense of who they are based on their group membership(s). Boyt *et al.*, (2001)[6] proposed that the groups (e.g. social class, family, football team etc.) which people belonged to were an important source of pride and self-esteem. Groups give us a sense of social identity: a sense of belonging to the social world. In order to increase our self-image we enhance the status of the group to which we belong. For example, England is the best country in the world! We can also increase our self-image by discriminating and holding prejudice views against the out group (the group we don't belong to). For example, the Americans, French etc. are a bunch of losers. Therefore, we divided the world into "them" and "us" based through a process of social categorization (i.e. we put people into social groups).

This is known as in-group (us) and out-group (them). Social identity theory states that the in-group will discriminate against the out-group to enhance their self-image. The central hypothesis of social identity theory is that group members of an in-group will seek to find negative aspects of an out-group, thus enhancing their self-image. Prejudiced views between cultures may result in racism; in its extreme forms, racism may result in genocide, such as occurred in Germany with the Jews, in Rwanda between the Hutus and Tutsis and, more recently, in the former Yugoslavia between the Bosnians and Serbs. Henri Tajfel proposed that stereotyping (i.e. putting people into groups and categories) is based on a normal cognitive process: the tendency to group things together. In doing so we tend to exaggerate: the differences between groups and the similarities of things in the same group.

We categorize people in the same way. We see the group to which we belong (the in-group) as being different from the others (the out-group), and members of the same group as being more similar than they are. Social categorization is one explanation for prejudice attitudes (i.e. "them" and "us" mentality) which leads to in-groups and out-groups, Cohen, , and Bailey (1999)[7]. Conti and Kleiner (2003)[8] proposed that there are three mental

processes involved in evaluating others as “us” or “them” (i.e. “in-group” and “out-group”). These take place in a particular order.



The first is categorization. We categorize objects in order to understand them and identify them. In a very similar way we categorize people (including ourselves) in order to understand the social environment. We use social categories like black, white, Australian, Christian, Muslim, student, and bus driver because they are useful. If we can assign people to a category then that tells us things about those people, and as we saw with the bus driver example, we couldn't function in a normal manner without using these categories; i.e. in the context of the bus. Similarly, we find out things about ourselves by knowing what categories we belong to. We define appropriate behavior by reference to the norms of groups we belong to, but you can only do this if you can tell who belongs to your group. An individual can belong to many different groups.

In the second stage, social identification, we adopt the identity of the group we have categorized ourselves as belonging to. If for example you have categorized yourself as a student, the chances are you will adopt the identity of a student and begin to act in the ways you believe students act (and conform to the norms of the group). There will be an emotional significance to your identification with a group, and your self-esteem will become bound up with group membership.

The final stage is social comparison. Once we have categorized ourselves as part of a group and have identified with that group we then tend to compare that group with other groups. If our self-esteem is to be maintained our group needs to compare favorably with other groups. This is critical to understanding prejudice, because once two groups identify themselves as rivals, they are forced to compete in order for the members to maintain their self-esteem. Competition and hostility between groups is thus not only a matter of competing for resources (like in Sherif's Robbers Cave) like jobs but also the result of competing identities.

## EMPIRICAL REVIEW

### THE EXTENT TO WHICH INVOLVEMENT OF JUNIOR EMPLOYEES IN DECISION MAKING INFLUENCE THE FIRMS TO GENERATE EARNINGS

Owolabi and Abdul (2011)[9] carried out the study employee involvement in decision making and firms performance in the manufacturing sector in Nigeria. This study examines the relationship between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. Data were generated by means of questionnaires to 670 manufacturing firms on employee involvement in decision making and performance variables. Responses from the survey were statistically analysed using descriptive statistics, product moment correlation, regression analysis and Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision making and firms' performance as well as reveal a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow. The findings also reveal the involvement of participating firms in employee involvement in decision making. The implications of this study include the need for manufacturing firms to demonstrate high level of commitment to employee involvement in decision making for performance enhancement.

### THE EXTENT COMMUNICATION FLOW ACTIVITIES OF THE FIRMS INCREASE THE SALES VOLUME

Crosby (1991)[10] carried out a study on the impact of business communication on organizational performance in Nigerian companies. The purpose of this study was to investigate the impact of business communication on organizational performance in Nigerian companies. In business, message is conveyed through various channels of communication, including internet, print (publication), radio, television, etc. Whether or not significant change(s) results in the performance of an organization as a result of business communication is yet to be empirically established. This study, therefore, was carried out to investigate the relationship between business communication and organizational performance in Nigeria (a less developed economy) using a contextualized and literature based research instrument to measure the application of the investigated "constructs". Using the survey method, the study obtained sample data from 100 small and large manufacturing and service companies operating in Lagos State of Nigeria. The

research instrument showed encouraging evidence of reliability and validity. Data were analyzed using descriptive statistics, percentages and t- test analysis. The study found that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies. However, the 'level of emphasize' is a question of degree. It was also found that the extent of practices of effective business communication, were related to the category of business (service versus manufacturing) and its size. The research findings are limited to some extent by the confounding effect of variations within and between industry types of firm and industry sectors, and the use of respondents' own-assessments of performance. The established research beyond the usual context of developed western economies, and thereby, potentially contains some lessons for practitioners and researchers in other developing countries.

#### **THE EXTENT TO WHICH PROBLEM SOLVING IN THE FIRM AFFECT THE COMMITMENT OF THE STAFF IN THE ORGANIZATION**

Dunford (1992)[11] carried out a study on the effect of training on employee performance; employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. This conceptual work aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce. Further the study goes on to analyse and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program. The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting an empirical research in future to test the proposition discussed in the study. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and

ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance.

### METHODOLOGY

The study was conducted using the survey approach. The survey approach was adopted because the respondents were spread all over the selected manufacturing firms that make up the study. The use of questionnaire and personal interviews was used in the collection of data. The area of study include: 7up bottling company, Nigeria bottling company Innoson Nigeria plc, and Sharon paints Enugu. Out of a population of 5536 staff, 334 staff was sampled using Freund and Williams formula for the determination of adequate sample size. Out of staff sample 285 staff returned the questionnaire and accurately filled. That gave 85 percent response rate. The closed-ended questionnaire was utilized. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.97 which was also good. The data were analyzed using Chi-square ( $X^2$ ) statistical tool for hypotheses one and three and Z-test for hypothesis two with the aid of Special Package of Statistical Software (SPSS)[12].

### PRESENTATION AND ANALYSIS

#### PRESENTATION OF DATA

**Table 1: Distribution and Collection of Questionnaire**

Firms	No. Administered	No. Returned	percent Returned
<b>Innoson Nigeria Plc</b>	53	47	14
<b>Nigeria Bottling Coy Plc</b>	34	32	10
<b>7up Bottling Coy Plc</b>	25	24	7
<b>Sharon paints</b>	223	182	54
<b>Total</b>	<b>334</b>	<b>285</b>	<b>85</b>

**Source: Field Survey, 2017**

Table 1 shows distribution and collection of questionnaire. 334 copies of questionnaires were administered while 285 copies representing 85 percent were returned. Considering this, the rate is high.

**Table 2: Response on whether involvement of junior employees in decision making influence the firms to generate earnings**

Options	Innoson Plc	NBC	7up	Sharon Paints	Frequency	Percentage
<b>Strongly Agree</b>	18	10	5	167	200	70
<b>Agree</b>	12	16	12	15	55	19
<b>Neutral</b>	-	-	-	-	-	-
<b>Disagree</b>	10	2	5	-	17	6
<b>Strongly Disagree</b>	7	4	2	-	13	5
<b>Total</b>	<b>47</b>	<b>32</b>	<b>24</b>	<b>182</b>	<b>285</b>	<b>100</b>

Source: Field Survey, 2017

Table 2 shows that 200 (70 percent) respondents strongly agreed that involvement of junior employees in decision making influence the firms to generate earnings, 55 (19 percent) respondents agreed, 17(6 percent) respondents disagree, 13 (5 percent) respondents strongly disagree. This shows that involvement of junior employees in decision making influence the firms to generate earnings.

**Table 3: Response on whether communications flow activities of the firms increase the sales volume**

Options	Innoson Plc	NBC	7up	Sharon paints	Frequency	Percentage
<b>Strongly Agreed</b>	22	32	3	21	78	27
<b>Agree</b>	25	-	20	102	147	52
<b>Neutral</b>	-	-	1	-	1	6
<b>Disagree</b>	-	-	-	43	43	1
<b>Strongly Disagree</b>	-	-	-	16	16	14
<b>Total</b>	<b>47</b>	<b>32</b>	<b>24</b>	<b>182</b>	<b>285</b>	<b>100</b>

Source: Field Survey, 2017

Table 3 shows that 78 respondents out of 285 representing (27 percent) strongly agree, 147 (52percent) respondents agree that the communications flow activities of the firms increase the sales volume, 1 (6 percent) neutral, 43 (1 percent) disagree while 16(14 percent) respondents strongly disagree that the communications flow activities of the firms increase the sales volume.

**Table 4: Responses on whether problem solving in the firm affect the commitment of the staff in the organization.**

Options	Innoson Plc	NBC	7up	Sharon paints	Frequency	Percentage
<b>Strongly Agree</b>	17	2	-	19	38	13
<b>Agree</b>	30	28	20	11	89	31
<b>Neutral</b>	-	-	2	-	2	1
<b>Disagree</b>	-	2	2	130	134	47
<b>Strongly Disagree</b>	-	-	-	22	22	8
<b>Total</b>	<b>47</b>	<b>32</b>	<b>24</b>	<b>182</b>	<b>285</b>	<b>100</b>

Source: Field Survey, 2017

Table 4 shows that 38 respondents out of 285 representing (13 percent) respondents strongly disagree, 89(31 percent) respondents agree that the problem solving in the firm affect the commitment of the staff in the organization. 2(1 percent) neutral, 134 (47 percent) respondents disagree while, 22(8 percent) respondents strongly disagree. That the problem solving in the firm affect the commitment of the staff in the organization.

## TESTS OF HYPOTHESES

### HYPOTHESIS ONE

Involvement of Junior employees in decision making positively influence the firms to generate earnings.

**Table 5: Cross-tabulation of response from organization**

Selected Organizations		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
<b>Innoson</b>	Count	55	25	9	11	0	<b>100</b>
	Expected Count	54.7	29.2	3.9	9.4	2.8	<b>100.0</b>
<b>NBC</b>	Count	55	27	1	6	4	<b>93</b>
	Expected count	50.9	27.1	3.6	9.8	2.6	<b>93.0</b>
<b>7up</b>	Count	28	11	0	7	4	<b>44</b>
	Expected count	24.1	12.8	1.7	4.2	1.2	<b>44.0</b>
<b>Sharon</b>	Count	18	20	1	9	0	<b>48</b>
	Expected count	26.3	14.0	1.9	4.5	1.3	<b>48.0</b>
<b>TOTAL</b>	<b>Count</b>	<b>156</b>	<b>83</b>	<b>11</b>	<b>27</b>	<b>8</b>	<b>285</b>
	<b>Expected count</b>	<b>156.0</b>	<b>83.0</b>	<b>11.0</b>	<b>27.0</b>	<b>8.0</b>	<b>285.0</b>

Source: SPSSWIN 17.00 Version Output

**Table 6: Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	29.478 <sup>a</sup>	20	.000
<b>Likelihood Ratio</b>	53.725	20	.000
<b>Linear-By Linear Association</b>	3.406	1	.065
<b>N of Valid cases</b>	285		

a. 18 cells (60.0%) have expected count less than 5. The minimum expected count is 1.24

**Source:SPSSWIN 17.00 Version Output**

Table 5 displays the cross tabulation of observed and expected frequencies ranging from strongly agree to strongly disagree. By observation, Involvement of Junior employees in decision making positively influence the firms to generate earnings.

Table 5 shows the Chi-Square test statistic computed from the frequency distribution table above. The Chi-Square computed Value  $\chi^2 = 29.498$  is less than tabulated  $\chi^2 = 5.991$ . The null hypothesis should be rejected, therefore, we conclude that involvement of junior employees in decision making positively influence on the firms to generate earnings.

## HYPOTHESIS TWO

Communication flow activities of the firms positively affect the firms increase on the Sales volume

**Table 7: One-sample Kolmogorov-Smirnov test**

Communication flow activities of the firms positively affect the firms increase on the Sales volume.		
<b>N</b>		285
<b>Normal Parameters<sup>a,b</sup></b>	<b>Mean</b>	1.4351
	<b>Std. Deviation</b>	.69213
<b>Most Extreme Differences</b>	<b>Absolute</b>	.377
	<b>Positive</b>	.377
	<b>Negative</b>	-.265
<b>Kolmogorov-Smirnov Z</b>		.811
<b>Asymp. Sig. (2-tailed)</b>		.00.

a. Test distribution is Normal

b. Calculated from data

**Source: SPSSWIN 17.00 Version Output**

From the table 7 the computed Z-value of .811 against 1.96 and a significance of 0.000, the null hypothesis should be accepted and alternate rejected. Thus, the Communication flow activities of the firms negatively affect the firms increase on the Sales volume. Therefore, Communication flow activities of the firms negatively affect the firms increase on the sales volume.

**HYPOTHESES THREE**

Problem solving on the firms positively affect the commitment of the staff working in the organizations

**Table 8: Cross-tabulation of response from organization**

		Problem solving in the firm positively affect the commitment of the staff in the organizations.				
		Inno Plc	NBC	7up	Sharon	Total
<b>TOTAL</b>	<b>Count</b>	152	80	11	42	285
	<b>Expected count</b>	152.0	80.0	11.0	42.0	285.0

**Source: SPSSWIN 17.00 Version Output**

**Table 9: Chi-Square Tests**

	Value	Df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	27.475 <sup>a</sup>	20	.004
<b>Likelihood Ratio</b>	49.555	20	.001
<b>Linear-By Linear Association</b>	2.902	1	.309
<b>N of Valid cases</b>	285		

a. 17 cells (56.7%) have expected count less than 5. The minimum expected count is 1.70

**Source: SPSSWIN 17.00 Version Output**

The table above displays the cross-tabulation of observed and expected frequencies from Innoson, NBC, 7up companies and the Sharon paints. By careful observation, the level of problem solving of the staff in the organization is high. Therefore, the problem solving in the firm positively affect the commitment of the staff in the organizations. The table shows the Chi-Square test statistics computed from the frequency distribution table above. The Chi-Square computed value  $\chi^2 = 27.475$  is less than Chi-Square table value  $\chi^2 = 5.991$  with 20 degree of freedom at 0.05 level of significance [13].

### **DECISION**

Since the Chi-Square computed  $\chi^2 = 27.475$  is less than tabulated  $\chi^2 = 5.991$ , the null hypothesis should be accepted, therefore, we conclude that Problem solving on the firms positively affect the commitment of the staff in the organizations.

### **DISCUSSION**

#### **INVOLVEMENT OF JUNIOR EMPLOYEES IN DECISION MAKING INFLUENCE THE FIRMS TO GENERATE EARNINGS**

In the analysis of hypothesis one, The Chi-Square computed Value  $\chi^2 = 29.498$  is less than tabulated  $\chi^2 = 5.991$ . The null hypothesis should be rejected, therefore, we conclude that Involvement of junior employees in decision making positively influence on the firms to generate earnings. Therefore, when employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives [14].

#### **COMMUNICATION FLOW ACTIVITIES OF THE FIRMS INCREASE THE SALES VOLUME**

In the hypothesis two, it was analyzed that business communication may be beneficial for some businesses, while it may not be for others as a result of variations in the environment, practices, noise, contexts and cultures amongst others influencing factors, (Blalock, 2005)[5]. The computed Z-value of .811 against 1.96 and a significance of 0.000, the null hypothesis should be accepted and alternate rejected. Thus, the communication generated by sales volume is low. Therefore, Communication flow activities of the firms negatively affect the firms increase on the sales volume [15].

#### **PROBLEM SOLVING IN THE FIRM AFFECT THE COMMITMENT OF THE STAFF IN THE ORGANIZATION**

Leadership is all about getting people to work together to make things happen that might not otherwise occur or prevent that which ordinarily would take place. Leaders must

cultivate a meaningful relationship in all businesses that requires clear, honest, and reciprocal communication. Leadership position involves motivating others and one way to accomplish this is through a process of sharing information in the system decision making, Hofstede (2001) [16]. The Chi-Square test statistics computed from the frequency distribution table above. The Chi-Square computed value  $\chi^2 = 27.475$  is less than Chi-Square table value  $\chi^2 = 5.991$  with 20 degree of freedom at 0.05 level of significance. It was conclude that Problem solving on the firms positively affect the commitment of the staff in the organizations [17].

### CONCLUSION

Manufacturing firms participating in team building activities are building a crucial service quality for effectiveness, efficiency and profitability. The analysis of the study indicates a statistically significant relationship between employee involvement in decision making and firms' performance. The performance of firms whose employee involvement in decision making are deep and the performance of firms whose employees are not involved in decision making are shallow. Hence, the need for manufacturing firms to demonstrate high level of commitment to employee involvement in decision making for performance enhancement. It was also found that in the study there is low effective business communication, this could be attributed to the category of business (service versus manufacturing) and its size. Lack of effective business communication in the manufacturing firms could lead to lost in growth, cost, profit, and sustainability.

Problem solving in the firms affect the commitment of the staff in the organization. Conflict is a natural part of life, this is because no two individuals are the same. An organization is a collection of people from different cultural backgrounds; they have different sets of values and ideas. Individuals look at situations or problems in organizational life from their unique perspective, which is the result of the circumstance within which they have grown. The employees releasing their differences and relating to each other well could enhance organizations profitability.

## RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made: The conflict resolutions in (small and medium scale) have a great deal of importance to the performance of staff and management as well as the organization itself, our recommendations are thus as follows:

- The staff management of the organization and the stakeholders as well should endeavour to understand what conflict is all about. This will enable them to perceive conflict in advance and try as much as possible to nip such causes in the bud before it rears its ugly head in the organization. This should be done mostly by training the staff on conflict management and resolution.
- Organizations should understand that there are positive and negative consequences of conflicts; however, the negative consequences far outweigh the positive, in fact the positive consequences are so infinitesimal and inconsequential and hence have no bearing whatsoever in the organization. Thus addressing the issues of conflict should be of paramount importance to the Management and stakeholders as well as the staff of the organization.
- In order to resolve conflict among workers, better strategies should be adopted by the Management and stakeholders. In-house resolution, dialogue among parties should be encouraged at all times, new ideologies in strategies for resolving conflict should be put in place. Also appeasing the party on the receiving end should be encouraged in order to boost morale of staff and Management.
- Productivity and optimal performance of organization should be of utmost concern to Management and stakeholders, therefore, relentless efforts should be made to resolve conflict timely in order to boost productivity among staff and Management of the organization.

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