

# Team Performance Management and Effect on Organizational Performance

**John Nkeobuna Nnah Ugoani\***

Department of Management Sciences, College of Management and Social Sciences, Rhema University, Aba, Nigeria

## Abstract

This study was designed to explore the relationship between team performance management and organizational performance, because performance in terms of team efficiency and profitability is fundamental to business sustainability. Team performance management is a top management responsibility through which the organization seeks to cultivate its timbers, tries to grow them, and to enhance organizational performance. Effective team performance management provides the mechanism for quality feedback for both management and employees and therefore provides critical information for individuals and teams to adjust their behaviours in the interest of organizational performance. Thus, effective team performance management seeks to minimize appraisal politics by institutionalizing equitable appraisal mechanism for evaluating performance and fostering a climate of open two-way communications and team development. The survey research design was adopted for the investigation. The sample of 185 provided necessary data for analysis and the result showed strong positive relationship between team performance management and organizational performance. This investigation was never exhaustive due to limitations of time and lack of current relevant literature, therefore, further study could examine the relationship between team performance management and the deteriorating performance in the road transportation subsector in Nigeria. It was recommended that management in privately owned enterprises should cultivate the culture of regular appraisals as an integral part of effective team performance management.

## Keywords

Top Management Responsibility, Minimize Appraisal Politics, Quality Feedback, Deteriorating Performance, To Cultivate Its Timers, Leadership Role, Job Enrichment, Traditional Managers, Self-managed Teams, Norming Role

Received: June 15, 2020 / Accepted: July 7, 2020 / Published online: August 18, 2020

@ 2020 The Authors. Published by American Institute of Science. This Open Access article is under the CC BY license.

<http://creativecommons.org/licenses/by/4.0/>

---

## 1. Introduction

Organizations are formed to provide goods and services for the benefit of people in society. They develop business strategies by establishing a set of long-term objectives. Just like the case of work-teams, organizations are fundamentally groups of people. The relationships among these people can be structured in different forms through an organizational framework. An organizational structure represents the formal or informal relationships between people in an organization. It is necessary for the enterprise to achieve its goals.

According to Gomez-Mejia, et al, [1] flat organizational structure or a boundaryless organizational structure is respectively used in organizations. A flat organizational structure often has a few levels of management and emphasizes a decentralized approach to management. It encourages high employee involvement in decision-making and working in teams. On the other hand, a boundaryless organizational structure enables an organization to form relationships with customers, suppliers, or competitors, either to pool organizational resources for mutual benefits or to encourage co-operation in an uncertain business environment. They emphasize that boundaryless

---

\* Corresponding author

E-mail address: john\_ugoani@rhemauniversity.edu.ng, drjohnugoani@yahoo.com

organizations share many of the characteristics of flat organizations as they also strongly emphasize the use of teams. Teams are the foundational building blocks in both flat and boundaryless organizations, emphasizing the need for team management in organizational performance. A team is a small number of people with complementary skills who work toward common goals for which they hold themselves mutually accountable. Although self-directed teams, sometimes referred to as self-managed teams, are designed to achieve a higher level of teamwork and employee involvement, they are not often given absolute authority to make all decisions. According to Stevenson [2] they are typically empowered to make changes in the work processes under their control. He explains further that the underlying concept is that the employees, who are close to the process and have the best knowledge of it, are better suited than management to make the most effective changes to improve the process; which involves a series of actions performed in order to accomplish a task. And in order to enhance task and organizational performance team management becomes imperative. Team management relates to the co-ordination of team activities to achieve organizational performance; which is a reflection of what is actually accomplished in relation to predetermined goals of an organization. Pressing a business case for team performance management, Casey [3] explains that self-managed teams do not deny the role of manager, but they redefine it. He emphasizes that the role of management of the team is a balance between responsibility within the team and management. He also suggests a move towards 90 percent within the team in a self-management situation rather than nearer 30 percent in a traditional management situation. In a self-management situation, the role of the traditional manager outside the team changes to advisory or coach having delegated most of his responsibilities for directly managing the team. He then becomes a resource to be called upon when needed in order to enable the team to solve their own problems. Olivia [4] opines that clearly understanding the respective managerial roles of traditional managers and teams in a team environment is fundamental towards achieving organizational performance [5, 6, 7, 8, 9]. Team performance management also involves all the procedures and process through which management ensures that team activities and outputs contribute to organizational performance. These steps involve knowing what activities and outputs are desired, observing whether they occur, and providing relevant feedback to assist teams to achieve management expectations [10]. Many organizations establish performance management frameworks to meet three major goals, these include: strategic, administrative, and developmental objectives. First, strategic objective means effective performance management, which helps an organization to achieve its business goals. This is done by

linking employees' behaviour with the organization's goals. Usually, performance management begins with defining what the organization expects from each employee or team. In a team situation, it measures a team to identify where those expectations are and are not met. This allows the organization to deploy necessary corrective measures such as employee training or retraining, enhanced incentives or motivation or even disciplinary actions. Team performance management can achieve its strategic business purpose only where measurements are truly linked to the organization's goals and when the goals and feedback about performance are promptly communicated to the team. As an administrative mechanism, team performance management relates to the processes used by an organization to provide information for day-to-day decisions about salary, development and promotion schemes. Such information can also help management to support decision-making in relation to team retention or otherwise. The developmental purpose of team performance management focuses on improving the knowledge and skills of employees. When employees get feedback over their performance they usually make efforts to improve where necessary. Effective team performance management feedback provides employees a window of motivation, reducing power distance and empowering them for performance improvement [11-15].

### 1.1. Research Problem

Due to the increasing wave of market globalization and competition, knowledge-workers are also in high demand to help organizations achieve competitive advantage in the global market space. However, while talented and professional employees like engineers, architects, lawyers, medical doctors, accountants, among others, prefer flexibility to work in teams, management often lack trust and feel reluctant to support team spirit. This is a tragedy of management and can lead to declining fortunes in organizations. Management gurus agree that trust in the workplace has been eroding since the 1980s, largely due to the layoffs and acquisition saga and the accelerating pace of global change. In an ever increasing and complex entrepreneurial world lack of strong teams can amount to weak alliances and placing an enterprise in difficult situations. This problem is usually exacerbated by a dominant and autocratic chief executive officer (CEO) with a passion for empire-building. A company can lose its fortune in the presence of an autocratic CEO, who wants to do it all, and in the face of complexity and change cannot, and fails. Management must realize that people work for a variety of reasons, including the psychological aspects of work, and a sense of self-actualization that raise employee commitment and trust. Trust influences productivity and employee-management relations, and to solve the problem of low

productivity management must build trust in employees, since a correlation is found between profit and trust. Support from management is critical to team performance because any problems caused by management in interfering with team autonomy and lack of training and development facilities for team performance often betray the achievement of organizational performance. For teams to identify and reduce problems they require flexibility because team members truly understand their needs, responsibilities and customers' needs. Because team members often initially lack the skills necessary for team success, management can remove the challenge through training to enhance technical skills, administrative skills and interpersonal skills. Technical skills include specialized training skills for the performance of specific tasks, expertise in a specific field or industry and the ability to apply specialized knowledge to tasks and goals. Administrative or conceptual skills relate to the management/administrative ability of team members in areas such as budgeting, monitoring and evaluating peer performance, and the ability to visualize a future course of action based on current organizational and industry trends. A problem of team success is lack of people or interpersonal skills. Team members need good communication skills to form an effective team. They must be able to express themselves effectively in order to share information, deal with conflict and give proper feedback to one another. The ability to motivate, delegate responsibilities and work well with others are essential ingredients of team success and a challenge of management [16-18].

## 1.2. Research Objective

The study was designed to explore the relationship between team performance management and organizational performance.

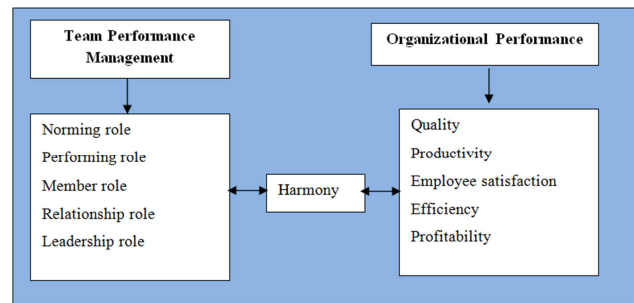
## 1.3. Research Questions

- i. Is high quality a result of team performance management?
- ii. Can performance role lead to organizational performance?
- iii. Does relationship role contribute to effective team management and organizational performance?
- iv. Do you think that leadership role is important in team performance management and organizational performance?
- v. Can you say that team member role influences team's performance management and organizational performance?

## 1.4. Conceptual Framework

A conceptual framework is a structure of the study and its relationship with the major variables and the research problem. It is usually expressed in a psychometric model. Models are representatives of reality and lead to theory

building [19]. The conceptual model of this study is shown in figure 1.



Source: Author Designed (2020).

**Figure 1.** Team Performance Management and Organizational Performance Model.

Team performance management seeks to motivate members towards the achievement of desired results through optimizing people and process. This is important to ensure acceptance of the team imperatives which in turn creates a positive team environment that promotes a culture of responsibility, accountability and harmony. Gomezi-Majia and Balkin [20] posit that team performance involves vigilant management to enable the team achieve its objectives. This is so because teams do not always perform effectively possibly because of a lack of team spirit, a disruptive team member or a lack of commitment to team goals. They emphasize that major factors to be considered in managing effective team performance include team norming, performance, and team member roles. Others include relationship building role and team leader role. Managing team performance is necessary to resolve possible conflicts and to ensure that the team can make progress. In effective team performance management, the norming stage is characterized by management or resolution of conflict and agreement over team goals and values. At this stage team members are made to understand their roles and establish closer relationships and intensifying the cohesion and interdependence of team members. The performing role focuses on the performance of the tasks delegated to the team. It is expected that team members will collaborate to capture synergies between individuals with complementary skills to achieve organizational performance expectations. Positive member role facilitates team performance; therefore, effective team performance management requires the establishment of two roles, the task-facilitating role and the relationship building role. The relationship-building role is concerned with sustaining cohesion and harmony between team members. It leads to improved interpersonal relationships and sustains team morale. Relationship-building role also acts as a catalyst to smooth interactions between individuals who have difficulty in communicating with each other. Even though some teams are leaderless, leadership role is nevertheless critical in a

team situation for obvious reasons. For example, leadership role helps team to balance task-facilitating and relationship-building roles and to deal with team members who cause problems in the team. The leadership style in a team situation is like that of a coach, concerned with providing feedback to team members, emphasizing the need for shared vision for the team, and supporting team members where necessary with the aim of achieving team objectives. Team leadership role also seeks to promote critical values such as integrity, passion for tasks, respect for each member, self-empowerment, continual improvement, teamwork, job satisfaction, innovation, and a winning competitive spirit. This helps in identifying and utilizing the unique talents and contributions of every employee. According to Cole [21] it also helps employees to understand how others on the work team view them. It is emphasized that team performance management in relation to team leadership must focus attention on communications, leading change, customer relationships, people development, team building, process/task knowledge, innovation and creativity. These values and perspectives help to build harmony required for organizational performance. As shown in the model in figure 1 effective team performance management results to the provision of higher quality goods or services, among other benefits [22-23].

## 2. Literature Review

A team is a small member of people with complementary skills committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. According to Gomez-Majia and Balkin [20] the benefits of using teams include lower costs and higher productivity, quality improvements, speed and innovations. According to them, there are different types of teams, including self-managed teams, project teams among others. Even though every member in a team is a leader, team performance management, helps in focusing the attention of a team on its performance objectives. They emphasize that effective team performance management requires team members to play different roles to enable the team to realize its potential. In a team performance management situation, effective performance feedback communicates information that encourages continuous good performance. According to London [24] performance feedback should not be seen as criticism and problem-solving, but an accurate method for recognizing good performance as well as poor performance, because talking about the good as well as the bad also makes the feedback more believable. He suggests that feedback as a team performance management mechanism should focus more about behavior and results, not about personalities. Especially, for example, when feedback is about negative

performance, it is essential to distinguish between the person and his or her behaviours. Thus, keeping unnecessary criticism to a minimum in a feedback situation is necessary so that the employee or team member does not feel frustrated and becomes less inclined to cooperate. It must also be remembered that goal setting is essential for effective team performance management because it is one of the most effective ways to motivate team members to focus on behaviours, knowledge, and skills that are under their control to contribute most effectively to organizational performance. Team performance management will equally require discussions about areas of needed improvement in a team environment and there should be an agreement about what should be done and how it should be done for progress toward achieving team and overall organizational goals [25].

### 2.1. Aim of Team Performance Management

Performance involves both behaviours and results. Behaviours arise from the performer and transform performance from abstraction to action. Behaviours are also results in their own right, because they are the product of mental and physical efforts applied to tasks, and then can be distinguished from results. This distribution of performance leads to the agreement that when managing the performance of teams and individuals both inputs represented by behaviours, outputs, or by results should be considered. This *mixed method* of performance management covers competency levels and achievements as well as goal setting and evaluation processes [26]. Armstrong [27] posits that performance management is a means of getting better results from the individuals, teams and the organization by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It is a process for establishing shared understanding of responsibility about what is to be accomplished, and an approach to managing and developing people and teams in a way that increases the probability that it will be achieved in the short and longer term. Performance management is *owned* and *driven* by *management*. He summarizes the *principles* of performance management thus: (i) it translates corporate goals into individual, team, departmental and divisional goals, (ii) it helps to clarify corporate goals, (iii) it is a continuous and evolutionary process in which performance improves over time, (iv) it relies on consensus and co-operation rather than control or coercion; (v) it encourages self-management of individual performance; (vi) it requires a management style that is open and honest and encourages two-way communications between superiors and subordinates; (vii) it requires continuous feedback; (viii) feedback loops enable the experiences, and knowledge gained on the job by individuals to modify corporate objectives; (ix) it measures and assesses

all performance against jointly agreed goals; and (x) it should apply to all employees and teams, and it is not primarily concerned with linking performance to financial benefits. This comprehensive characterization suggests that performance management is basically concerned with *performance-improvement*, so as to accomplish organizational, team and individual effectiveness. Also, performance contributes to the development of a high-commitment organization by getting individuals and teams to participate in defining their goals and the methods to accomplish them, thus simultaneously building the organization's relationship with employees and teams [28]. Team performance management is a crucial organizational function because organizational leaders who employ resources in terms of energy, time and money would like to see positive relationship between them and productivity. This is because where resources, initiatives, and interventions are properly managed and measured such will also lead to positive results, excitement, organizational renewal, and increased employee loyalty, commitment, and retention. Equally it is expected that imperatives and initiatives that have direct or indirect effects on the performance of employees can always assist in enhancing and promoting organizational competitive advantage and performance [29]. Team performance management is important in organizational management because it is a system that ensures that individuals and teams make conscious effort to adjust their behaviours to meet organizational goals.

## 2.2. Management Responsibility and Organizational Performance

In a strict organizational management situation, the efficiency of management is frequently judged on the basis of performance or nonperformance. This notion seems logical because even though the board of directors (BODs) of an organization has responsibility for formulating its objectives the employees have the responsibility for doing the work, and the management has the responsibility for performance. This perhaps justifies the contextual proposition that management *owns* and *drives performance* in organizations. Management is constantly concerned with motivating positive behaviours towards increasing individual, team and organizational performance. It is recognized that the most practical and fundamental aspect of behavior which is subject to motivational influence is membership-behaviour, which means those actions involved in joining a team or an organization, remaining in it, or deciding to leave it. In recognition of this perspective management effectively makes their organizations as attractive as possible to the kinds of people needed to accomplish their work. Attracting competent people is important because, basically, what is at stake is that the organization or management has access to a

sufficient number of properly qualified employees and team to accomplish its goals [30-31]. In addition to continuing attempts to attracting and retaining qualified employees, management also looks for ways to encourage ingenuity, attention to quality communication, co-operation and other forms of on-the-job behavior which will contribute to performance. In the pursuit of team performance, management has the task of finding ways to minimize negligence, uncooperativeness, deliberate restriction of output, and other actions which detract from performance. In the process, management engages in certain behavioural science approaches to increase both employee satisfaction and performance. Among the multitude of approaches include *job enrichment*. This approach attempts to restructure the duties of a job so as to make the work itself more interesting and stimulating. The other is *team building*. In this situation, an attempt is made to build greater candor and clarity into the communication that occurs within and between work groups with the aim of enhancing total performance. Through effective team building delegation occurs. Delegation is the act of entrusting to someone else or team part of the job the superior is expected to perform. This action is often subject to recall by the superior. Sometimes the recall occurs without notice to the delegate(s). This can occur when management intervenes in a situation or makes a decision in that direction. This can be justified because there are clearly defined controls in the form of objectives and policy, and means of measuring performance against established goals. Also, responsibility for total performance belongs to management and it therefore, has the ultimate discretion to delegate and not to delegate responsibility. A total responsibility, or a total function, may be split among several functions and the sub-functions can be delegated and redelegated to lower levels in the organization for the necessity of speed in achieving performance target. This procedure encourages individual and team development and fosters performance improvements. However, in the process of delegating and redelegating responsibilities, the management has the responsibility for the co-ordination of whatever has been delegated and redelegated to individual employees or teams in the race for organizational productivity or performance [32-33]. Management in both the private and public sectors of any economy is always concerned with appraisal and performance management processes to help in developing manpower competency, engender team spirit and team building in the overall efficiency and performance of employees and the organization [34-37].

## 3. Research Methodology

This study adopted the qualitative technique of the survey

design. This method is appropriate for the study because it offers the different variables the opportunity to be properly observed and measured with the aid of a structured questionnaire. A researcher-designed 5-point Likert-type questionnaire adapted from the Matthews, and Shepherd [38]. Dimensionality of Cook and Wall's (1980) British Organizational Commitment Scale was used to generate primary data. As a qualitative approach the study relied only on primary data generated through questionnaire administration from the target population. The target population for this study is comprised of employees and managers in the manufacturing sector in Nigeria, where performance level is low. The purposive sampling method was used to select the sample for the study, while the sample ratio technique was used to determine the sample size of 185. Data were analyzed through descriptive statistical method using figures, tables, frequencies, and simple percentages and mean for easy understanding. The data analysis Liker-type scale is represented by:

Strongly agreed (SA) 5

Agreed (A) 4

Neutral (N) 3

Disagreed (D) 2

Strongly disagreed (SD) 1

### 4. Presentation of Result

Table 1. Profile of Respondents (n=185).

S/N	Description	Category	Total	Percentage
i	Sex	a) Female	70	37.84
		b) Male	115	62.16
ii	Education	a) Diplomas	50	27.03
		b) Degrees	75	43.54
		c) Others	40	21.63
iii	Age	a) 18-35years	45	24.32
		b) 36-60years	80	43.24
		c) 61-75years	60	32.44
iv	Experience	a) below 10years	35	18.92
		b) 11-20years	85	45.95
		c) 21-35years	65	35.13
v	Status	a) Low	55	29.73
		b) Middle	82	44.32
		c) Top	48	25.95

Source: Author Fieldwork (2020).

Table 2. Analysis of Frequencies, Mean, Decision Mean and Grand Mean for Responses to Research Questions (n=185).

S/ N	Restatement of Research Questions	Scores										Row scores	No of Resps.	Mean	Decision Mean @ 3 points	Grand Mean
		SA		A		N		D		SD						
		5	4	3	2	1	0	0	0	0	0					
i	High quality is a function of effective team performance management	90	48.6	45	24.4	2	1.1	8	4.3	40	21.6	692	185	3.74	Accepted	
ii	Performance role does not lead to over all organizational performance	10	5.4	20	10.8	3	1.6	22	11.9	130	70.3	313	185	1.70	Rejected	
iii	Relationship building helps in team performance management	80	43.2	50	27.1	1	0.5	15	8.1	39	21.1	672	185	3.63	Accepted	3.33
iv	Leadership is critical in team performance management	75	40.5	60	32.4	4	2.2	10	5.4	36	19.5	683	185	3.70	Accepted	
v	Team member influence team performance management	95	51.4	45	24.3	5	2.7	5	2.7	35	18.9	715	185	3.86	Accepted	

Source: Author Fieldwork (2020).

#### 4.1. Discussion

Team performance management is closely related to organizational performance management which focuses on aligning-performance with predetermined organizational objectives. It is an integrated part of strategic management that helps to ensure that a team performs optimally to harness organizational competitive advantage. Team performance management helps the organization in strategic planning so as to properly achieve business goals, by helping to link employees' behavior with the organizational objectives. Team performance management involves a system that

provides necessary information for day-to-day decision-making about important organizational issues including employee welfare, and training and development. Through effective team performance management and measurement team and organizational members receive feedback on their performances and on how to perform in their individual interests and in the general interest of the organization. The conceptual framework of this study in figure 1 demonstrated that norming role, performing role, team member role, relationship role and leadership role provide harmony for organizational performance reflected by quality, productivity

efficiency, and organizational profitability, among others. Team performance management is a top management activity therefore; respondents were selected from among people who could provide necessary data for the study. As shown in table 1, the respondents provided information found useful for analysis as in table 2. In table 2 (i) 90 respondent (48.6%) strongly agreed, 45 respondents (24.4%) agree, 2 respondents (1.1%) were neutral, 8 respondents (4.3%) disagreed, and 40 respondents (21.6%) strongly disagreed that high quality is a function of effective team performance management. With a mean score of 3.74 the respondents strongly agreed that high quality is a function of effective team performance management. As in table 2 (ii) 10 respondents (5.4%) strongly agreed, 20 respondents (10.8%) agreed, 3 respondents (1.6%) were neutral, 22 respondents (11.9%) disagreed, and 130 respondents (70.3%) strongly disagreed that (70.3%) performance role does not lead to overall organizational performance. In table 2 (iii) 80 respondents (43.2%) strongly agreed, 50 respondents (27.1) agreed, 1 respondent (0.5%) abstained, 15 respondents (8.1%) disagreed, and 39 respondents (21.1%) strongly disagreed that relationships building helps in team performance management. With a mean score of 3.63, the sample agreed that relationship building helps in team performance management. A review of table 2 (iv) showed that 75 respondents (40.5%) strongly agreed, 60 respondents (32.4%) agreed, 4 respondents (2.2%) abstained, 10 respondents (5.4%) disagreed, and 36 respondents (19.5%) strongly disagreed that leadership is critical in team performance management. In view of a mean score of 3.70, the sample confirmed that leadership is critical in team performance management. In table 2 (v) 5 respondents (2.7%) abstained 95 respondents (51.4%) respondents (24.3%) agreed, 5 respondents (2.7%) disagreed, and 35 respondents (18.9%) strongly disagreed that team member role does not influence team performance management. Over a mean score of 3.86 the respondents agreed that team member role influences team performance management. Based on 3.33 grand score over 3.00 decision score, it was found that team performance management has strong positive association with organizational performance.

#### 4.2. Scope for Further Study

Due to deteriorating performance in some sectors, like the road transportation subsector in Nigeria, further study could examine the likely causes in relation to team performance management. For a long time, most duly incorporated road transportation companies in Nigeria do not survive after the demise of the original founder. This is worrisome in a developing economy with huge unemployment and poverty rates.

#### 4.3. Recommendations

- i. Management in privately-owned enterprises (POEs) should cultivate the idea of regular employee appraisals as an integral part of effective team performance management.
- ii. Public organizations should ensure to use the result of objective appraisals in matters of promotions and other appointments to encourage motivation and productivity.
- iii. Teams are the foundational building blocks, in organizational success and should have management support to enhance operational effectiveness.
- iv. Top management has responsibility to put necessary mechanism in place for effective team performance management in organizations.
- v. Team performance management and measurement are interrelated and seek the common purpose of identifying high and low performers. These measures should be used concurrently for organizational effectiveness.

### 5. Conclusion

The study was designed to evaluate the relationship between team performance management and organizational performance. This is a top management responsibility because it provides the mechanism through which the organization cultivates its timbers, grows them and simultaneously weeding out fruitless ones to enhance organizational performance and sustainability. It provides a measure of performance feedback so that teams and organizational members can quickly correct problems as soon as they occur. Performance feedback arising from effective team performance management is critical because it is a system that provides the opportunity for teams and individuals to modify their behaviours to support organizational goals of efficiency and profitability. The investigation conducted through the survey research design over 185 competent respondents, and the experience is that effective team performance measurement can minimize *appraisal politics* by establishing an equitable team performance management system, involving managers or administrators, as the case may be, and employees in developing the system, and fostering a culture of open two-way communications for objectivity and result. Despite limitations in terms of time and lack of current relevant literature, it was found that team performance management has strong positive correlation with organizational performance.

### Research Funding

No funding was received from any sources what so ever for this original investigation, authorship, and/or publication of this paper.

## Declaration of Conflicting Interests

This author declares no potential conflict of interest to this research, authorship, and/or publication of this paper.

## References

- [1] Gomez-Mejia, L. R. Balkin, D. B. and Cardy, R. L. (2005) Managing Work Flows and Conducting Job Analysis. In L. R. Gomez-Mejia, D. B. Balkin, and R. L. Cardy (eds) *Managing Human Resources*. 4<sup>th</sup> edition, New Delhi, India, Prentice-Hall of India Private Limited. Pp: 47–83.
- [2] Stevenson, W. J. (2002) Teams. In W. J. Stevenson (ed) *Operations Management*, 7<sup>th</sup> edition. New York, The McGraw-Hill Companies, Inc. pp: 312–341.
- [3] Casey, D. (1993) *Managing Learning in Organizations*. Milton Keynes: Open University, Press, pp: 60.
- [4] Olivia, L. M. (1992) *Partners and Competitors*. London. Idea Group Publishing.
- [5] Attaran, M. and Nguyen, T. (2000) Creating the right structural fit for self-directed teams. *Team performance management*, vol. 6, pp: 1–2.
- [6] Bacon, N. and Blyton, P. (2003) The Impact of Teamwork on Skills: Employee Perceptions of who gains and who loses. *Human Resource Management Journal*, 13 (2): 13–29.
- [7] Dooreward, H. van Hootegeem, G. and Huys, R. (2002) Team Responsibility, Structure and Team Performance. *Personnel Review*, 31 (3): 356–70.
- [8] Fisher, S. Hunter, T. and Macrosson, W. D. K. (2000) The distribution of Belbin Team Roles among UK. Managers. *Team Performance Management*, vol. 29, No. 2.
- [9] Sharpe, D. (2002) Team-working and Managerial Control Within a Japanese Manufacturing Subsidiary in the UK. *Personnel Review*, 31 (3): 367–82.
- [10] Kiger, P. (2001) Frequent Employee Feedback Is Worth The Cost and Time. *Workforce*, March 2001, pp: 62–65.
- [11] Findley, H. M. Giles, W. F. and Mossholder, K. W. (2000) Performance Appraisal and Systems Facets: Relationships with Contextual Performance. *Journal of Applied Psychology*, vol. 85, pp: 634–40.
- [12] Blau, R. (2002) Playing the game. *People Management*, 9 (11): 38–9.
- [13] Gregory, J. and Dobbins, A. (2001) Teamworking: A New Dynamic in the Pursuit of Management Control. *Human Resource Management Journal*, 11 (1): 3–23.
- [14] Griffith, W. (2002) Performance Testing. *People Management*, 8 (8): 65.
- [15] Ingram, H. and Descombe, T. (1999) Teamwork: Comparing Academic and Practitioners. *Team Performance Management*, vol. 5, No. 1.
- [16] Nahavandi, A. (2000) *The Art and Science of Leadership*. 2<sup>nd</sup> edition. Upper Sadale River, NJ. Prentice Hall.
- [17] Boyle, M. (2001) Performance Reviews: Perilous Curves Ahead. *Fortune*, pp: 187–188.
- [18] Shirouru N. (2001) Ford Stops Using Letter Rankings to Rate Workers. *The Wall Street Journal*, pp: 31, 34.
- [19] Meredith, J. (1993) Theory Building Through Conceptual Methods. *International Journal of Operations & Production Management*, 13 (5): 3–11.
- [20] Gomez-Mejia, L. R. Balkin, D. B. (2002) Managing Team Performance. In L. R. Gomez-Mejia, and D. B. Balkin (eds) *Management Boston*, McGraw-Hill, pp: 348–364.
- [21] Cole, C. (2001) Eight Values Bring Unity to a World Wide Company. *Workforce*, March 2001, pp: 44–45.
- [22] Rice, C. L. (1999) A Quantitative Study of Emotional Intelligence and its Impact on Team Performance. *Unpublished Master's Thesis*. Pepperdine University.
- [23] Woodruffe, C. (2001) Promotional Intelligence. *People Management*, vol. 11, pp: 26–29.
- [24] London, M. (1997) *Job Performance Feedback Giving, Seeking and Using Feedback for Performance Improvement*, Mahwah, NJ. Lawrence Erlbaum Associates.
- [25] Huet-Cox, G. D. Nelson, T. M. and Sundstrom, E. (1999) Get the Most From 360-Degree Feedback: Put it on the Internet. *HR Magazine*, May 1999, pp: 92–103.
- [26] Yohe, G. (2002) The Best of Both? *Human Resource Executive*, March 6, pp: 35–39.
- [27] Armstrong, M. (2004) The Basis of Performance Management, In M. Armstrong (ed) *A Handbook of Human Resource Management Practice*. 9<sup>th</sup> edition Kogan Page, London, UK. Pp: 477–484.
- [28] Starner, T. (2002) Welcome E-Board. *Human Resource Executive*, March 6, pp: 40–43.
- [29] Anderson, S. E., Coffey, B. S. and Byerly, R. T. (2002) Formal Organizational Initiatives and Informal Workplace Practices: Links to work-family Conflict and Job-related Outcomes. *Journal of Management*, 28 (6): 787–810.
- [30] Abu Zaid, M. K. S. and Al-Manasra, E. A. (2013) The Impact of Corporate Social Responsibility Dimensions, on Organizational Attractiveness in Jordanian Commercial Banks. *European Journal of Business and Management*. 5 (12): 175–183.
- [31] Rankin, N. (2002) Raising Performance Through People: The Ninth Competency Survey. Competency and Emotional Intelligence, Pp: 2–21.
- [32] Purcell, J. Kinnie, N. Hutchinson, S. Rayton, B. and Swart, J. (2003) *Understanding the People and Performance Link: Unlocking the Black Box*, CIPD, London.
- [33] Glover, C. (2002) Variations on a team. *People Management*, 8 (3): 36–40.
- [34] Somefun, A. (2020) NSITF to Develop Platform to Self-appraise Workers' Performance. *The Nation*, vol. 13, No. 5001, pp: 23.
- [35] McDonald, D. and Smith, A. (2015) A Proven Connection Between Performance Management and Business Results. *Compensation and Benefits Review*, vol. 27, pp: 59–64.



- [36] Noe, R. A. Hollenbeck, J. R. Gerhart, B. and Wright, P. M. (2004) The Process of Performance Management. In R. A. Noe, J. R. Hollenbeck, B. Gerhart, and P. M. Wright (eds) *Fundamentals of Human Resource Management*. Boston, USA, The McGraw-Hill Companies Inc. pp: 239–272.
- [37] Torrington, D. Hall, L. and Taylor, S. (2005) Team Performance: In D. Torrington, L. Hall, and S. Taylor (eds) *Human Resource Management*, 6<sup>th</sup> edition. Harlow, England, Prentice-Hall, pp: 279–298.
- [38] Matthews, B. P. and Shepherd, J. L. (2002) Dimensionality of Cook and Wall's (1980) British Organizational Commitment Scale. *Journal of Occupational and Organizational Psychology*, vol. 75, pp: 369–375.

## Biography



**John Nkeobuna Nnah Ugoani** is Associate Professor of Management at Rhema University, Nigeria. His research interest focuses on business, management, governance, leadership, and emotional intelligence. John is recognized for presenting the first best PhD Thesis in Management at the Faculty of Business Administration, Imo State University, Owerri, Nigeria. He has over 100 scholarly publications with full paper readership downloads and abstract views of over 5000 and 20000 respectively and ranked among Top Ten Authors by SSRN. Before entering academia, he was a senior manager at First Bank of Nigeria Plc.