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## **TEAMWORK AND ORGANIZATIONAL PERFORMANCE: A STUDY OF UNIVERSITY OF PORT HARCOURT TEACHING HOSPITAL**

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### **Abstract**

Using the University of Port Harcourt Teaching Hospital (UPTH) as a case study, this paper examines how collaboration characteristics, including trust, cohesiveness, and corps esprit, relate to the organisation of adaptability in the medical sector. This study uses a cross-sectional survey methodology, and 123 participants are asked questions using a standardised, closed-ended questionnaire that is categorised using a 4-point Likert scale. Cronbach's Alpha was used to evaluate the tool's dependability, and a threshold of 0.7 was determined to ensure internal consistency. To analyse the data, the Pearson Product-Moment Correlation (PPMC) coefficient is used; SPSS version 22 is used for this. The findings indicate a positive and significant relationship between the three aspects of flexibility and collaboration. The team trust has a Pearson correlation coefficient of 0.279 ( $p < 0.01$ ), indicating that it helps to share information, collaborate, and overcome organisational challenges. The importance of teamwork and mutual support in improving adaptability was highlighted by team cohesiveness, with a Pearson correlation value of 0.293 ( $p < 0.01$ ). The highest correlation between spirit of corps and adaptability was 0.301 ( $p < 0.01$ ), indicating the importance of shared ideals and drive in strengthening an organization's resilience. According to these studies, increasing cooperation in healthcare contexts greatly enhances organisational flexibility. The study concludes that by encouraging trust and team spirit, organizations can create a better environment for both staff and patients. Recommendations include increasing efforts to build trust, improving team cohesion via organised collaboration, and promoting team spirit through recognition and prizes.

### **Keywords:**

*Teamwork, Organizational Adaptability, University of Port Harcourt, Organizational Performance.*

### **INTRODUCTION**

In the business world, teams are regarded as one of the most critical components to an organization's success. As a result, the lack of a strong team pushes the organisation to low production levels, which has a negative impact on the overall success of the company. This technology, in particular, should be used by companies who are well-known for not working

together. As a result, it is necessary to examine the importance of office collaboration and determine what is required to establish an effective and productive team (Deemer et al., 2022). Big corporate organisations understand that working together is essential for achieving their professional objectives. To boost workplace productivity, encourage employees to step up their efforts and seek support from their superiors. Everyone's self-esteem and productivity will improve as a result of enhanced teamwork (Gonzalez, 2021).

According to Ogbonnaya (2019), there are several factors that influence team members and the organisation in general, all of which have an impact on their performance. The clarity of their objectives, which every employee of an organisation should always remember, has a significant impact on the success of their business. As a result, employees must understand the structure of their workplace in order to identify problems and take relevant actions. A variety of elements influence employees' ability to effectively carry out their responsibilities (Valdes et al., 2021). Despite this, the majority of Port Harcourt businesses are experiencing reduced production due to a lack of dedicated team structures. According to Ogbonnaya (2019), the primary goal of this study is to investigate the significance of cooperation and its impact on organisational success. The study's findings will be extremely beneficial to company managers, policymakers, and implementers, who can utilise the data to make educated decisions on employee collaboration and organisational performance (Mayo, 2020).

### **Problem Statement**

Many organisation has struggled to adapt in the face of fierce competition, technological breakthroughs, and volatile market needs. This has arisen as a key problem in the modern workplace, particularly in terms of organisational success. Employee burnout, as evidenced by emotional distress and a decrease in professional efficacy, are signs of a lack of adaptability and are observed in high-stress situations such as security and research (Johnson & Lee, 2022). Operational inefficiencies include decision-making delays, restrictive organisational structures that stifle innovation, and the inability to use new technologies (Brown et al., 2021).

Teams face more serious issues when they communicate in a compartmentalised manner, are not willing to change, and do not align with the organization's goals (Gupta, 2020). In times of crisis, these issues arise when unstable systems are unable to quickly respond to supply chain interruptions, medical emergencies, or changes in consumer demands (World Economic Forum, 2021). The consequences of inadequate adaptability are numerous and severe. Their competitive force is weak when innovation cycles are shortened and businesses are unable to take advantage of market opportunities (Thompson & Kim, 2023). The loss of employees increases the causes of ongoing stress and dissatisfaction, which lowers job satisfaction, particularly in the areas of health and sanitation.

Financial losses are incurred by enterprises due to operational bottlenecks, duplicated procedures, and missed strategic pivots, as evidenced by the delayed adoption of remote work technologies during early pandemic phases (OECD, 2020). Poor adaptability erodes stakeholder confidence, harms brand reputation, and exposes organisations to external shocks, as evidenced by supply chain breakdowns during global crises (International Labour Organisation, 2021). Three

characteristics of teamwork—trust, cohesiveness, and esprit de corps—provide effective answers to these adaptation issues. Team trust is the cornerstone for psychological safety, allowing for risk-taking and knowledge sharing, both of which are necessary for innovation, as demonstrated by agile organisations that empower cross-functional decision-making (Martinez et al., 2022). Cohesion supports unified goals across teams, especially when reinforced by data-driven insights into workflow patterns and collaborative dynamics. (Chen & Zhou, 2023). The spirit of corps strengthens collective resilience and enables businesses to face upheavals via a common goal. This has been observed in businesses that have continued to operate during pandemic lockdowns due to strong cultural norms (Nguyen et al., 2021). When combined, these components form self-correcting teams capable of iterative learning and quick course adjustment. This has been demonstrated in IT organisations that have adopted hybrid work arrangements while maintaining their performance levels (Patel and O'Connor, 2022).

Many studies have done in the area of teamwork and how it influence organizational performance but little or no study on how teamwork influence adaptability especially in the context of a teaching hospital is scarce and this has created a loop-hole of knowledge. This study intends to bridge that gap by empirically examining how teamwork influence adaptability within the healthcare service domain, using university of Port Harcourt Teaching Hospital as the reference. To achieve this, the study operationalize inf teamwork with team trust, cohesion and esprit de corp as adopted from (Moghim & Sadri, 2021) and organizational performance measured with adaptability as adapted from (Wanjohi et al., 2019)

### **Aim of the Study**

The core aim of this study is to investigate the relationship between teamwork and organizational performance. The specific objectives are to

- i. Examine the relationship between team trust and organizational adaptability
- ii. Examine the relationship between team cohesion and organizational adaptability
- iii. Examine the relationship between es spirit de corps and organizational adaptability

### **Research Questions**

- i. What is the relationship between team trust and organizational adaptability
- ii. What is the the relationship between team cohesion and organizational adaptability
- iii. What is the the relationship between es spirit de and organizational adaptability

### **Hypotheses**

- i. There is no relationship between team trust and organizational adaptability
- ii. There is no relationship between team cohesion and organizational adaptability
- iii. There is no relationship between es spirit de corps and organizational adaptability

## **Theoretical/Literature Review**

### **HRM- Performance Linkage Model**

The HRM-performance linkage model of Becker and Huselid (1998) and Wright et al. (2003), whose basic notion suggests that teamwork has a direct impact on employee skills and motivation, which is then translated into improved employee/organisational performance, serves as the theoretical foundation for this study. The HRM-performance linkage framework is based on the resource-based view (RBV), which asserts that by boosting employees' abilities and team spirit, employee/organisational performance would improve (Lopez et al., 2005). According to the RBV viewpoint, an organisation's potential for competitive advantage is dependent on its ability to harness the unique qualities of its pool of people resources and talents.

The following is the primary causal pathway of the HRM-performance linkage model: Teamwork > Skills > Attitudes > Behaviour > Employee/Organisational Performance. Looking at the causal chain indicated above, the overall structure of the model is the indirect or hierarchical linkage between cooperation and employee performance via the outputs of skills, attitudes, and behaviour (Black, 2001).

Teamwork activities focused on improving employees' skills have a direct impact on their attitudes: motivation, dedication, and satisfaction (Barlett, 2001).

The HRM-performance linkage model theory/model was thought to be particularly important to the study since it could explain the challenges associated with teamwork and employee performance. The primary idea is that cooperation facilitates the acquisition of necessary abilities, which leads to improved organisational performance for team members. Every member of the team will never be equally gifted, but via interaction and collaborative job performance, the weak members will learn from the strong members.

### **Concept of Teamwork**

The achievement of a team relies on the common efforts of every team member. Azmy (2012) opined that management procedure is imperative for developing organisational culture as it encompasses providing workers with the tactical issues and urgencies of the business. The organisation sets the framework where all workers can express their abilities according to what they are intended to realise (Ohina et al., 2018). This acknowledged that subsections put together teams and that crews carry their cultural ideas to a project, triggering variances and coordination hitches (Oke et al., 2016). Teamwork is therefore the key to enhancing individual and collective preparation, which influences the company's quality and efficiency by extension. With a high-performing team, an organisation can achieve something much bigger, more effectively, and more enjoyable than a group of the same individuals working on their own.

On the other hand, Kerber (2018) opined that effective teamwork is essential to the success of any business. They averred that since "no man is an island," the positive effect of productive teamwork can energise an entire organisation just as the negative effects of a lack of teamwork

can cripple one. There are many benefits to using teams due to the increased number of options and resources they provide. Lider (2020) observed that teamwork facilitates the pooling of talents to provide focused attention toward the attainment of organisational goals. In this regard, teamwork allows organisations to bring together critical contributors who might not otherwise be able to work together. This allows workers to work in harmony, which increases the pace of work and results in a high yield of quality production and consequently increases the organisation's performance. Hayworth (2019) opines that teamwork allows organisations to unite the varying perspectives of different cultures and business customs to avoid counterproductive ethnocentrism.

Nevertheless, Kayworth (2020) suggested that teamwork allows organisations to unite the varying perspectives of different cultures and business customs to avoid counter-productive ethnocentric bias but rather encourage "groupthink" and to develop innovative solutions to problems. In addition, the ability to respond to the specific and varied needs of an organisation can be addressed quickly and effectively with teamwork. They further opined that teamwork improves resource utilisation by leveraging time to the advantage of the organisation and effectively bridging individual differences so that teams can be more productive.

### **Team trust**

Team trust is a driving force for business creation, and to create a global business needed to build a team that is capable of meeting the challenge. Team trust is a key factor in team building and a needed enabler for cooperation. In general, team trust building is a slow process, but it can be accelerated with open interaction and good communication skills. The fast-growing and ever-changing nature of global business sets demands for cooperation and team building, especially for startup companies. Team trust building needs personal knowledge and regular face-to-face interaction, but it also requires empathy, respect, and genuine listening. team trust increases communication, and rich and open communication is essential for the building of high-performing teams. Other building materials are a shared vision, clear roles and responsibilities, willingness for cooperation, and supporting and encouraging leadership (Moghimi et al, 2021).

Team trust is a complicated aspect of the relationships between persons, but team trust on the team level is even more complex. team trust increases communication, commitment, and loyalty between team members. team trust can be considered as a foundation that enables people to work together, and it is an enabler for social interactions. It can also improve team performance and increase the probability of creating successful companies (Marique & Stinglhamber, 2016). Team trust plays a crucial role when global business teams, startups, and networks are being created (Harisalo & Miettinen, 2010). In modern organizations, team trust has become increasingly important because the organizations cannot rely on formal policies and rigid rules.

The team is a basic unit of performance for most organizations; it melds together the skills, experiences, and insights of several people (Marique, and Stinglhamber, 2016). High-performing teams are not usually a collection of the brightest individuals. Rather, they are functioning entities that have diverse roles for the team members who provide the skills and knowledge to succeed. Healthy rivalries between team members enable the team to perform at a high level, but only if the team is built on robust team trust (Tienari & Piekkari, 2011). Team trust is a relatively slow and long process compared to other business processes, but it can be accelerated with open

interaction and good communication skills. Shared experiences create team trust and team trust, in turn, enables deeper levels of interaction and expression between team members. team trust building requires openness, informing, honesty and arguments; team trust also enables free sharing of ideas, which is the basis of innovation processes. Usually, the feeling of team trust is based on intuition and emotions (Hardstone et al, 2014).

### **Team Cohesion**

most sought after organizational phenomena as it is associated with numerous individual and organizational level outcomes (Casey-Campbel & Martens, 2009). While no “Holy Grail”, cohesive groups have been shown to be better performers (Smith, 1994) in both a process (via better communication) and a goal achievement sense (Shaw, 1981). In addition, members of a cohesive work group perceive less inter-group conflict, and thus individual satisfaction is higher as members experience positive mood states (Gross, 1954) when working in a group that “gets along” as opposed to one wracked with conflict. Similarly, the amount of organizational citizenship behavior displayed in work groups is also affected by cohesiveness in that members of cohesive groups engage in helping behaviors and exhibit empathy toward co-workers (Kidwell & Massholder, (2017). In his pioneering work, Seashore (Seashore, 1954) uncovered a negative relationship between group cohesion and job relatedness. Finally, Mikalachki, (2019) found an inverse relationship between group cohesion and absenteeism.

Essentially, the problem facing managers is this: nurturing cohesion in a work group is a notoriously hit-or-miss process. Even highly developed organizational development team building interventions conducted by skilled practitioners do not always succeed (Stevens & Campion, 2004). This paper seeks to develop and test theory that will take some of the guesswork out of building cohesive groups as it has important consequences for individuals and the organizations that they work in.

Cohesion is a group-level construct that has most often been examined from an “outside-in” perspective: either the group’s task is designed such that it entails multiple interpersonal contacts, thus increasing the probability of high cohesion, or the group finds itself in opposition to some crisis or common enemy, again inducing cohesion (Kramer, 2011).

### **E spirit de Corps**

Esprit de corps is described as a selfless, enthusiastic and jealous devotion of the members of a group to the group or to its purposes. Two major organizations where esprit de corps can be found are military science and organizational studies. In *Military Science*, *Esprit de Corps* generally evokes military associations. Military scholars and historians have long studied the transition of a group of individuals into a cohesive unit able to withstand great pressure while moving forward to achieve a goal. Blaufarb (1989) explained esprit de corps as an individual level concept, describing it as that enthusiasm, vigor, dedication, spirit, or devotion felt by an individual toward a cause or a goal. A team with high esprit de corps will always be seen as a group of individuals joined together because of their common goals and motivations. In contrast, esprit de corps is the bonding together of members of a unit or organization in such a way as to sustain their will and commitment to each other, their unit, and the mission.

Consequently, studies on organizational Esprit de Corps considered it to be part of the

individual's perceptions of the organization. (Koys & DeCotiis, 1991) These perceptions are based on experience and are shared by members of the organization (Koys & DeCotiis, 1991). However, studies show that esprit de corps also involves individual pride in one's work and a sense of accomplishment in doing a good job. There is also general agreement that binds team members together at the group level (cohesion). Generally, esprit de corps is a commonly used term with various implied meanings.

Different researchers have also considered esprit de corps to be at either the individual level or the group level, with no agreement as to which is the most appropriate. However, some of these issues can be clarified by viewing esprit de corps as a bridge between a set of individual behaviors and team behaviors, and these views have led to a series of proven propositions for further research.

### **Organizational Performance**

Organisations with greater emphasis on teamwork have increasingly received higher employee performance and are better at problem-solving (Zand & Shafizadeh, 2015). Some studies posit that teaching people the procedures for working in a team is difficult since teaching individual teamwork is inappropriate (Oluwa & Ibrahim, 2021). Two major factors that affect team performance include interpersonal and self-management skills (Gomez, 2017). As teamwork is an essential component of any type of work organisation, these factors stimulate communication, including interpersonal relationships among team members, and also improve employee performance. According to Boakye (2015), teamwork is necessary as a measure that displays a variety of features in a variety of organisations comprising non-profits. Likewise, Gomez (2017) posits that teamwork is an individual action joined together to achieve a common purpose, which collapses the needs of the individual to those of the group. Principally, every individual in a team puts aside their individual needs for the bigger group goal, which is a performance inducer (Biswas, 2015). Nevertheless, Hu and Liden (2015) explained teamwork as a collaboration between team members and see it as mutual aid and an inclination to work together, which shows that teamwork is the ability to work together to improve the productivity progress of the organisation. Katzenbach and Smith (2003) emphasise team components as matching abilities, individuals, organisational objectives, mutual initiatives, and work approach, which are inducers of organisation productivity. Kelli et al. (2015) and Katzenbach and Smith (2003) see the diversity within the confines of teamwork as important to every organisation's productivity stride and suggest the team's performance outcome as an indicator of the level of effectiveness of the team.

Laconically, team success is determined by the quality of each team member's mutual contribution to teamwork and, in turn, organisational performance (Azmy, 2012). Regrettably, team performance is constrained by a variety of issues that can make or mar the performance of an organisation, such as tribal sentiment, communication barriers, class variance, language barriers, and prejudice, all of which affect the performance of the organisation (Saxena, 2014). Similarly, a poor attitude put up by any member of a team can trigger a technical deficiency in the strategies put together, which leads to a negative influence on teamwork and poor team

performance (Steven & Zhiang, 2010). Additionally, Sharon (2018) depicts the possibility of increased worker turnover as a repercussion of an efficient worker's exit from the firm due to prejudice.

Consequently, Mohrman et al. (1995) opined that performance, team satisfaction, and interdependent work are the three variables that explain the effectiveness of the team. Studies by Katzenbach and Smith (2003) and Khoshtale and Adeli (2016) opined that an efficient team deals with collaboration, focus, efficient communication, and interdependence. Covey (1989) in Uher and Loosemore (2004) exposes a fundamental decree of events necessary to achieve positive teamwork and team-determined effort, which includes openness, mutual respect, reliance, combined efforts, and respect. As a result, when each and every member expresses appreciation, morale rises, which is a result of team trust and leads to interactions, which leads to better teamwork (Abosedo et al., 2020).

### **Organizational Adaptability**

Organizational adaptability is how a group changes in response to economic and market changes. This idea is becoming more important in management discussions (Arunga, 2023). It draws from ideas in ecology and economics. Basically, it's about how leaders make smart choices to close the gap between what they can do and what's happening outside. Sarta et al. (2021) say adaptability is a process. Organizations shift their resources and methods as the environment around them changes. Unlike some theories that say change just happens, this one sees it as an active back-and-forth between a company's leaders and external pressures. Both internal and external factors play a role in flexibility. On the inside, good leadership helps manage how strategy, tech, and complexity affect adaptability. Research shows that leaders who can balance innovation and efficiency help their organizations stay strong (Kodama, 2019). In tough times, like during the pandemic, companies need to adopt flexible work policies and digital tools (Pisano & Figgie, 2017). But, sometimes rules, resource limits, and leaders' biases can slow down this adaptability. For instance, He et al. (2023) show how pressures in the thrift industry can force companies to change, even if they don't want to. Some ways to boost adaptability include quick learning, using digital resources smartly, and balancing different approaches (Boylan and Turner, 2017). Kodama (2019) mentions that balancing different strategies helps companies stay strong during market shifts. Creating a culture of quick learning allows for faster decisions and adjustments based on feedback (Wanjohi et al., 2019). Digital transformation helps too. It allows companies to use data for better insights and faster operations, like those using AI for market analysis (Wanjohi et al., 2019). Evans and Bahrami (2020) call "super flexibility" the mix of strength and speed to handle uncertainty. Even though this idea is important, studying organizational adaptability shows some challenges. Some students point out the "functionalist adaptation fallacy," which says that changing strategies always boosts performance. But it's not always true that following rules leads to a competitive edge (He et al., 2023). Plus, the complex environment makes it tough to assess and adapt to the mix of rules that can sometimes conflict (He et al., 2023). Future studies should look deeper into these issues through long-term research and work across different fields, especially in emerging countries where adapting can be tougher (Kodama, 2019).

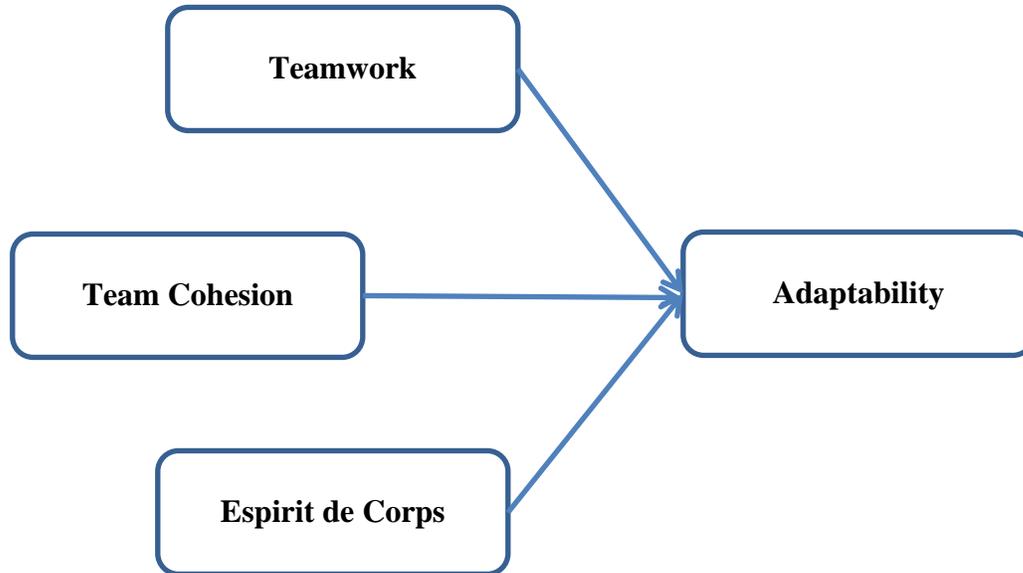


Fig. Conceptual representation of study variables

Source: Conceptualized by Researcher (2025).

### Empirical Review

In (2021), Kim and Ko examined the influence of emotional intelligence on team cohesion, considering the mediating effects of self-efficacy and trust. Their longitudinal study involved 347 senior business students in the United States, organized into 84 teams participating in a 12-week simulation game. The research design included data collection at three intervals to mitigate reverse causation. Findings demonstrated that both trust and self-efficacy mediate the relationship between emotional intelligence and team cohesion. Moreover, enhanced team cohesion was a significant predictor of improved team performance, highlighting the importance of trust and emotional intelligence in fostering adaptable teams.

Fung's (2014) study in Malaysia investigated the relationships among team trust, team cohesion, team satisfaction, team effectiveness, and project performance from the perspective of project managers. Through a survey-based research design, data were collected from project managers across various industries. The study revealed that high levels of team trust positively influence project performance, team satisfaction, and team effectiveness. Interestingly, while strong team cohesion increased team satisfaction, it did not directly predict project performance and, in some cases, was associated with decreased performance. This suggests that while cohesion is beneficial, it must be balanced to avoid potential drawbacks, thereby supporting organizational adaptability.

Lu's (2015) research in Taiwan focused on building trust and cohesion in virtual teams, using the developmental process of interpersonal relationships as a metaphor. The study employed a three-wave survey method, collecting data from 388 full-time employees working in virtual teams across diverse industries. Structural equation modeling confirmed that trust and cohesion are key psychological mechanisms linking team psychosocial factors—such as psychological similarity

and shared activities—to work outcomes like job satisfaction and team performance. These findings emphasize the importance of trust and cohesion in virtual settings, which are increasingly prevalent in modern organizations, thereby influencing adaptability.

In 2010, Mach et al further evaluated the differential effects of team members' trust on team performance, considering the mediating role of team cohesion. Their study, involving 690 professional elite athletes from 59 sports clubs in Spain, utilized a survey-based research design. The findings indicated that trust among teammates has both direct and indirect effects on team performance, with team cohesion serving as a mediator. This illustrates the dynamic relationship within teams and underscores the importance of fostering trust to enhance cohesion and adaptability.

Costa et al (2001) study in the Netherlands examined trust within teams and its relation to performance effectiveness. Using data from 112 teams in three social care institutions, they tested a model relating trust to perceived task performance, team satisfaction, relationship commitment, and stress. The results supported the multi-component structure of trust and confirmed its importance for team functioning. Trust was positively related to perceived task performance, team satisfaction, and relationship commitment, and negatively related to stress, highlighting its role in promoting cohesion and adaptability.

Kim and Ko's (2021) study in the United States investigated the influence of emotional intelligence on team cohesion, with self-efficacy and trust as mediators. Involving 347 senior business students organized into 84 teams participating in a 12-week simulation game, the study collected data at three different time points. The findings revealed that trust and self-efficacy mediate the relationship between emotional intelligence and team cohesion. Additionally, team cohesion was a strong predictor of team performance, underscoring the importance of trust and emotional intelligence in fostering adaptable teams.

## **Methodology**

This study adopted a cross-sectional survey research design to investigate how teamwork affects performance at the University of Port Harcourt Teaching Hospital (UPTH). The teamwork was operationalized using team trust, team cohesion, and team spirit. The idea was to investigate how these variables helped enhance adaptability at workplace. The research design was deployed so as to gather information from people all at once. This helps the researcher make broader conclusions. The goal was to understand how teamwork impacts how well the hospital works, looking at everyone from top managers to supervisors. The study surveyed 123 employees from different levels in the hospital. This helped in getting a variety of views on teamwork and adaptation. Participants were randomly picked to keep things fair and ensure that everyone had an equal chance of being chosen.

To make sure the research tool was solid, we looked at two things: content validity and construct validity. For content validity, questionnaire was subjected to the scrutiny of experts in the field. This included research supervisor and other professionals in management. They checked if the

questions were clear, relevant, and complete. For construct validity, the researcher made sure the questions matched up with existing theories and past studies about teamwork and how organizations adapt. Next, the study checked how reliable our tool was using the Cronbach Alpha method. This helps to see if the questions are consistent. A pre-test with 10 management workers from the University of Port Harcourt Teaching Hospital was ran. If a question had a Cronbach Alpha score lower than 0.7, it was removed. Nunnally (1978) said that a score of 0.7 or higher is good enough for reliability. In the end, the researcher kept the questions that passed this test for the main study.

The Study grouped the data into different categories and looked at it using simple stats, like frequencies and percentages. This helped researcher understand the basic traits of the people that were studied. To analyze the relationship, the researcher used Pearson Product-Moment Correlation analysis tool (PPMC). The study adopted picked PPMC because the research questions were set up in a way that suited correlation checks. This method helped see how teamwork factors relate to how well employees adapt. SPSS software, version 22 was used, to analyze the data. It helped the study to get accurate results.

**Results and Discussion of Findings**

**H<sub>A1</sub>: There is significant relationship between Team Trust and Adaptability**

Correlations			
		Team Trust	Adaptability
Team Trust	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.000
	N	123	123
Adaptability	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.01 level (2-tailed).			

From the result above, Pearson Correlation Co-efficient is 0.279 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between Team Trust and Adaptability.

**HO<sub>2</sub> There is no significant relationship between Team Cohesion and Adaptability**

<b>Correlations</b>			
		<b>Team Cohesion</b>	<b>Adaptability</b>
<b>Team Cohesion</b>	Pearson Correlation	1	.293**
	Sig. (2-tailed)		.000
	N	123	123
<b>Adaptability</b>	Pearson Correlation	.293**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.01 level (2-tailed).			

From the result above, Pearson Correlation Co-efficient is 0.293 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between Cohesion and Adaptability.

**HO<sub>3</sub> There is no significant relationship between Espirit de Corps and Adaptability**

<b>Correlations</b>			
		<b>Espirit de Corps</b>	<b>Adaptability</b>
<b>Espirit de Corps</b>	Pearson Correlation	1	.301**
	Sig. (2-tailed)		.000
	N	123	123
<b>Adaptability</b>	Pearson Correlation	.301**	1
	Sig. (2-tailed)	.000	
	N	123	123
**. Correlation is significant at the 0.01 level (2-tailed).			

From the result above, Pearson Correlation Co-efficient is 0.301 while P. value (2-tailed) is 0.000. Since P-value of 0.000 is less than 0.05, we therefore reject the null hypothesis and accept the alternative hypothesis. This implied that there is significant relationship between Espirit de Corps and Adaptability

### **Discussion of Findings**

This study examined teamwork and how it helps organizations adapt, using the University of Port Harcourt Teaching Hospital as a case. The results show that teamwork really matters. Key areas like team trust, team bonding, and team spirit play a big role in how well the hospital can deal with changes. Previous research backs this up, showing that good teamwork helps organizations adjust better.

**Team Trust and Adaptability:** The study found a positive link between trust in a team and the hospital's ability to adapt. They measured this with a number, a Pearson correlation coefficient of 0.279, and they got a p-value of 0.000, which means it's a strong connection. This matches what Mach, Dolan, and Tzafrir said back in 2010. They found that when team members trust each other, things run smoother. A trusting team works better together, and that really helps adapt to changes. Another study by Costa, Roe, and Taillieu in 2001 also pointed out that trust leads to better performance and less stress at work. All these findings suggest that trust helps organizations come up with new ideas and bounce back from tough times.

**Team Cohesion and Adaptability:** Next, the study examined how well team members get along. The analysis found a strong link between team bonding and how adaptable the hospital can be. The Pearson correlation coefficient was 0.293, and the p-value was again 0.000. This connects with research by Kim and Ko in 2021. They found that when team members have confidence and trust in each other, it helps boost performance and adaptability. Fung's research in 2014 showed that while getting along is important, it needs to be balanced with other factors for top performance. In a hospital where teamwork is crucial, getting along helps teams tackle challenges and adapt better.

**Team Spirit and Adaptability:** The study also focused on the spirit of the team. It found that a strong sense of team spirit is linked to how well the organization can adapt, with a Pearson correlation coefficient of 0.301 and a p-value of 0.000. This is similar to findings by Lu in 2015, which suggest that good relationships and a shared sense of purpose improve team performance and resilience. Mach, Dolan, and Tzafrir also noted back in 2010 that a strong team spirit helps everyone work together better, making it easier to adapt to changes. In healthcare, having that spirit is really important. It creates unity and a sense of shared responsibility, which is crucial for responding to challenges effectively. In short, teamwork, trust, and a strong sense of community play key roles in helping organizations adapt, especially in a fast-paced environment like a hospital. This study clearly shows that when teams work well together, they're not just happier. They're more capable of facing whatever comes their way. So, fostering these teamwork qualities is essential for the hospital's success.

## Conclusion

The healthcare field is always moving. There are new policies, technologies, and patient needs that come up all the time. So, it's vital for teams in hospitals to stick together and support each other. When they do this well, they can keep providing great care to patients. Building a strong team culture isn't just nice to have; it's a must. It helps everyone stay on their toes and ready for whatever comes next. Overall, this study adds to the understanding that teamwork is a key piece in making a hospital successful and effective. The study concludes that by encouraging trust and team spirit, organizations can create a better environment for both staff and patients.

## Recommendation

Based on the study's findings and empirical evidence, the following recommendations are proposed:

- i. The hospital can benefit from team-building exercises. These can be fun activities that help everyone bond. Cross-training is also a good idea. It lets employees learn about other departments. Plus, departments should work together more.
- ii. When teammates share knowledge and collaborate, they become stronger. Strong teams adapt better and perform well, especially in fast-paced situations. We also need to create a spirit of unity.
- iii. The hospital's management can boost team morale by recognizing and rewarding group achievements. Celebrating wins together creates a sense of belonging. It's important to encourage open talks among team members. When everyone feels they are part of the same goal, it increases their commitment to the hospital's mission. This unity makes it easier to adjust to changes and enhances performance.

If the University of Port Harcourt Teaching Hospital puts these ideas into action, it can build better teamwork and adaptability. In the end, this will lead to better healthcare for everyone. Everyone wins when trust and teamwork are strong!

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