

# Impact of Teamwork on the Organizational Performance in Adama Beverages, Yola

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**ABSTRACT:** This paper identified how organizations are facing a lot of problems such as lack of teamwork in the organization, poor leadership styles in the organization, poor leadership of the work teams and lack of motivation of the workforce. The main objective of this study is to assess the impact of teamwork on the organizational performance in Adama Beverages, Yola. The study adopted survey research design; the population is made up of the entire staff of Adama Beverages Nigeria Ltd which is made up of 710 staff. The instrument used for collecting data from the respondents is the questionnaire, and the data collected from the respondent was analyzed using percentage analysis. The result shows that there is significant relationship between variables of the study ( $r=0.888, 0.955, 0.958 P < 0.05$ ). The result, most of the information staff received the management is not often detailed out and accurate, sometimes the directives that come from top management are not clear and inconsistent, the information they received from other department are not consistently reliable, most at times staff in institution don't freely exchange information and opinions this is because the top management is not providing them with the kinds of information they really want and need. The study therefore, recommends that there is need for management of Adama Beverages, Yola to make sure that all information given to staff is detailed out and accurate in order to foster day to day operation effectively, when directives is coming from the top management let it clear and inconsistent for easy understanding. Staff should also share useful and accurate information to other departments necessary for organizational development, also there should be freely exchange of information and opinions among the institution, the top management should provide them with the kinds of information they really need.

**Keywords:** Employees, impact, organizational, performance & teamwork

## I. INTRODUCTION

Teamwork is as old as history, and many companies use the word teamwork in either one way or the other, which may be referred to as a team in development, marketing procedures, management team, manufacturing team or an entire company. Cook, Bacon, and Blyton (2006) believed that there is a consensus among the world's scholars that organizations can get work done by individuals, but his super achievement lies in achieving set goals by teams (teamwork). It is a well-known fact that teamwork is not only the cornerstone of all good management, but also the way to boost the overall performance of the employees.

Wage (2003) defined teamwork as an idea of working together in a group to achieve the same objectives and goals for service users and organizations to deliver good service quality (performance). Ruth (2007) believed that teamwork of workers is perceived to represent a greater community of people than is defined in the job role. The purpose of teamwork is to minimize workload and split it into pieces of work for all to participate. Alan (2003), described teamwork as a grouping of professionals whose members work intensively with their positive collaboration, individual collective responsibility and complementary skills toward a particular, shared goal. Employees are taking a number of measures towards completing main action items and nothing important is done. Working in a team is the opportunity to work together for a shared goal. It is a fuel that lets ordinary people achieve extraordinary results.

Collective action is generally accepted as a constructive influence for good cooperation in every organisation. Teams allow individuals to motivate themselves and maximize the advantages of collaborating as a collective on cooperative work. Together with others will also give people a greater understanding of the value of teamwork and how

the organisations function, as well as fostering the culture of good teamwork. Davis (2007) believed that employers often stress the need to hire those (Employees) who can work with a team and they (Employers) usually speak about teamwork when they want to highlight the need for different employee-possessed talents. However, the companies organize the workers into various teams, such as the management team, the development team etc.

Association is a social entity of people organized and operated to meet a need or to fulfill common objectives or association is a centralized arrangement of individuals to achieve the same particular objective. -- organization consists of three components, i.e. individuals, objectives, and framework. The aim is usually expressed as goals, organization has a hierarchical structure that identifies members as managers and some members as operatives. Organization according to Rabey (2008) is a collective organization with a preamble boundary which is targeted at, intentionally organized activity structures. Alan (2008) believed that output is the rate at which an employer, company or country produces goods, and the amount generated relative to how much time, effort and money it takes to produce them.

Performance is about how well people combine resources to produce products and services, such as raw materials, labor, expertise, capital, equipment, assets, intellectual property, managerial capacity, and financial capital. This study focused explicitly on using the term teamwork which involves reshaping the way work is done. This includes organizing employees into teams based on a separate product, each team doing a specific task (Alan, 2008). These teams have a high degree of responsibility and should work flexibly. The study's interest is to understand or know how organizational teamwork has, and can contribute to improved organizational performance. The impact of teamwork on performance of employees involves internal and external factors which contribute to high performance. The internal factors have to do with team standards, ground rules, interpersonal and rational skills or qualities that determine how the teams of individuals work while the external factors are the organizational culture, systems and structures within which all teams work.

Teamwork is the process of collaborating with a group of people to attain a goal. The external factors of teamwork are the political, economic,

social and technological factors that affect teamwork while communication, engagement, delegation, etc. are the internal factors of teamwork that affect teamwork. Organization is a social unit of people structured and managed to meet a need or to pursue collective goals or organization is a systematic arrangement of individuals to achieve the same specific purpose. Therefore this study examines the impact of teamwork on the performance of employees in Adama Beverages, Yola.

## II. STATEMENT OF THE PROBLEM

Teams are essential to organizational success, as an organization struggles to improve performance and achieve competitive advantage in today's global world. Without the organization of teamwork, they cannot strive to have the necessary inputs and outputs to achieve. Even with that some organizations have achieved a low productivity with no performance improvement. This could be due to the fact that the organization faces a lot of problems such as lack of teamwork in the organization, poor styles of leadership in the organization, poor leadership of the work teams and lack of workforce motivation (Mulika, 2010).

Similarly, studies were conducted on the relationship between teamwork and performance, some studies (Washer, 2006; Walid and Zubair 2016; Agwu, 2015) identified positive relationship existing between the variables, while others shown a negative or moderate relationship between the variables (Crosby, 2001; Shekari, Naieh & Nouri, 2011). It is also noted that even with the application of teamwork in Adama Beverages there are still problems associated with the team such as lack of effective team communication, lack of employee engagement and lack of employee delegation.

On the basis of the above problems, the study examines the impact of teamwork i.e. (effective communication, employee commitment and employee delegation) on the performance of the employees in Adama Beverages, Yola.

The study is guided by the following research questions:

- i. What is the impact of effective communication on organizational performance in Adama Beverages, Yola?
- ii. What is the impact of employee commitment on organizational performance in Adama Beverages, Yola?

- iii. What is the impact of employee delegation on organizational performance in Adama Beverages, Yola?

#### Research Hypotheses

The research collected relevant data in order to test the following hypotheses:

H<sub>01</sub>: Effective communication does not have significant impact on organizational performance in Adama Beverages, Yola;

H<sub>02</sub>: Employee commitment does not have significant impact on organizational performance in Adama Beverages, Yola; and

H<sub>03</sub>: Employee delegation does not have significant impact on organizational performance in Adama Beverages, Yola

### III. LITERATURE CLARIFICATIONS

#### Concept of Teamwork

According to Ingram (2000) Teamwork is a strategy that has the potential to improve individuals and organizations' performance but needs to be nurtured over time. Organizations need to look at performance improvement strategies in light of increasingly competitive environments. Top managers need the vision to introduce teamwork activities within the organizations, the sensitivity to feed it and the courage to allow teams to play an important role in decision making. Teamwork is an important factor for an organisation's smooth functioning. Most of the organizational activities become complex due to technological advancement so teamwork is a major focus of many organizations. One research study concluded that teamwork is needed for all types of organizations including non-profits (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005).

#### Concept of Organizational Performance

Jain, Apple and Ellis (2015), define performance as an act or process by which actions and activities are carried out to achieve an intended outcome. Whether in our personal or professional lives we live in a performance-based culture. However, in order to achieve improvement in any given performance, one must know first what defines a quality performance. Therefore it is important to understand the factors which play an important role in any performance. Performance measurement is the process by which information about the performance of an individual, group, organization, system or component is collected, analyzed and/or reported (Upadhyaya, Munir, & Blount, 2014).

Organizational performance was not only the outcome of Ahmad, Abbas, and Hussain (2015), it was a continuous process of various activities. Capabilities were the effort to do activities which were the processes leading to the performance of the organisation. Performance is the quantity and/or quality of the outcome of the organization's individual work in carrying out the main task and function that is guided by the norm, standard, operational procedure, criteria and proposal already assigned or applied in the organization (Moeharino, 2012).

Al-Jammal, Al-Khasawneh and Hamadat (2015), defined organizational performance as the level of workforce effort and achievement. Organizational performance can be defined in Okunribido (2015) in terms of quantifiable work behavioral outcomes and behavioral dimensions (e.g., work related communication, decision-making, attention to detail) that are less quantifiable. Performance is defined as the result of actions with the skills of employees performing in a given situation (Prasetya & Kato, 2011).

#### Concept of Effective Communication

For the management to develop and maintain a competitive advantage for organizational performance and improvement, effective communication is needed (Rowe, 2001). For a company's potential success, effective communication between leaders and employees is of critical importance. Leaders need to adopt strategies to improve communication which could have positive effects on work (Gray and Laidlaw, 2002). Altinöz (2008) Defines communication as a means by which the task and resources required to carry out the assignment, the roles and responsibilities and the expected results are communicated to the subordinates. This means communication is information transfer (a message) from one person to another. Therefore, effective communication is the transmission of message, followed by feedback, from the receiver to the sender, which indicates an understanding of the message. Multidimensional aspect of the notion of communication along with its analyzes from different points of view affects its definition, communication is necessary in order to review, conceptualize and direct interaction within an organization.

According to Lindlof and Taylor (2011), organizational communication studies broadly the life of companies as constituted by discursive

processes such as conflict, teamwork and leadership. Internal organizational communication facilitates information flow among organisation's members. A vibrant internal communication system facilitates effective flow of information between employees within an organization. These communication systems could be upward, downward, vertical or horizontal based on the command structure within an organization. Organizational communication apparently tends to show what an organization stands for, the purpose of its existence, who the different clients are, how their workloads are accomplished and the chain of reporting between members.

### **Concept of Employee Commitment**

An attempt to understand and clarify the intensity and stability of an employee's dedication to the organization has attracted considerable interest in the concept of employee commitment. Employee engagement is "the degree to which an employee identifies with a particular organization and its objectives and wishes to remain a member of the organization" (Roodt & Kellerman, 2003). It is often defined as positive emotional for employees, resulting from its assessments of their job situations and job experiences and attitudes towards their working conditions or environments, influenced by the perceived relationship between what they want and what the organization perceives as an offer (Kasim & Ghaffar, 2012). According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007), described employee commitment as an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

### **Concept of Employee Delegation**

The term delegation was conceptualized as the actions by which a leader assigns part of his or her authority commensurate with the assigned task to a subordinate (Kiiza & Picho, 2014). Delegation of authority could be seen as authorization. The process by which manager order his subordinates to carry out or execute some tasks is known as authorization. Al-Jammal, (2015); Suyeta (2015) stated that delegation of authority boosts the moral of employees in any organization and it make employees to have the self confident and sense of belonging as part of the leaders in the organisation. Authority Delegation is a necessary subject for organizations. According to Al-Jammal (2015), authority delegation has an impact on an organization, the manager and the employees. They

expressed their views on the impact of delegating authority on organization helps to achieve competitive advantage, enhance performance, and effectiveness in completing the task.

For the purposes of this study, delegation of authority is thus seen as the granting of a part of authority or full authority and the right to certain employees or individuals within an organization to perform a particular task or to carry out a plan to achieve the organization's goals and objectives.

### **Impact of Teamwork on Organizational performance**

In a study of the effect of team building in the organization carried out by Jones, Richard, Paul, Sloane and Peter (2007), it was found that employees working within the team can produce more output compared to individual effort. In addition, Ingram (2000) carried out another study on linking teamwork to performance. It has been found that a good manager is the one who assigns responsibilities in a group or team form to his / her employees in order to take the maximum output from the employees. In another study conducted by Conti and Kleiner (2003) on how to increase teamwork in an organization, teams have been found to offer greater participation, challenges and a sense of achievement. It has been concluded that team organisations, as employees, will attract and retain the best people. A study conducted by Boakye (2015) on the impact of teamwork on organizational performance, using the Komfo Anokye Teaching Hospital and Ejisu Government Hospital, analyzed several team performance measures including team confidence, recognition and rewards. To analyze the relationship between the two variables, that is, teamwork and organizational performance, the study used correlational techniques. The study found that teamwork related positively and substantially to organizational performance.

In a related development, Walid and Zubair (2016), conducted a study on the impact of effective teamwork on organizational performance, using the entertainment company in Malaysia 's capital Kuala Lumpur as the area of study. The study adopted descriptive research and exploratory design. The result showed that effective communication, level of trust, leadership and accountability have positive and significant impacts on organizational performance while intrapersonal skills and cohesiveness have no influence on organizational performance.

### **Impact of Effect Communication on Organizational performance**

Goris et al. (2000) and Ooi et al. (2006), find an important positive association between organizational communication and affective engagement, while findings (Brunetto and Farr-Whartons' 2004) 'suggest a strong relationship between communication processes and job satisfaction and affective work commitment'. Communication's importance may seem intuitively obvious but research does support this assumed importance; the short answer is yes. Research has shown that "if employee needs are met by communicating satisfactorily, employees are more likely to build effective working relationships." (Gray & Laidlow 2004, quoted in Tsai & Chuang 2009). Lee and Chuang (2009) Explain that an excellent leader not only inspires subordinates, enabling them to increase efficiency, but also fulfills their requirements in the process of attaining organizational objectives. How a leader communicates matters as much as how he leads. The leader is the leading force of a group and organisation. A leadership style resonating with followers will allow the leader to achieve greater productivity for employees. In contrast, poor styles of leadership lead to poor communication and can have negative effects on worker performance and productivity. The process by which employees are made aware of organizational goals and their involvement in achieving them is recognized as playing an important role in promoting commitment to employment (Haskins, 1996).

### **Impact of Employee Commitment on Organizational Performance**

The relationship between employee engagement and performance of the workers was studied under various disguises. Khan (2010), investigated the impact of employee engagement (Affective Engagement, Continued Engagement and Standard Engagement) on employee performance from a sample of 153 employees of the oil and gas sector in Pakistan, both public and private and public. The results revealed a positive relationship between employee engagement and work performance of the employees. Work performance has thus emerged as a determinant of employee engagement. Khan (2010), therefore advised managers to pay particular attention to the background of employee commitment and all the factors that promote employee commitment in order to increase organizational performance and subsequently increase organizational productivity. Employee commitment appears to be a crucial factor for successful organization. Individuals with low engagement levels will do just enough to work by. They don't put their hearts into the

organisation's work and mission. They appear to be more concerned about personal success than about the organization's success as a whole. People who are less committed are also more likely to see themselves as outsiders and not as long-term organizational members (Khan, 2010).

### **Impact of Employee Delegation on Organizational performance**

Wadi (2009) conducted a study on the impact on managerial performance of delegated authority. The aim of the study was to identify the impact of delegation of authority on workers' performance at Sudan University of Science & Technology (SUST). The study sample consisted of (60) workers, and were selected randomly. The study has achieved the following results: delegation of authority strengthens human relationships among members of the organization, enhances workers' self-confidence and increases the level of performance in the tasks and work assigned to workers and speed of implementation. Darwish's (2010) study on delegating authority to the best method of increasing job performance effectiveness. The aim of the research is to diagnose the actual reality of the exercise of the powers delegated by the research sample organization and its impact on performance efficiency and to identify the concept of delegation of authority as an act of administrative and positive role functionality in organizational efficiency in general, In particular, the organization surveyed as one of the most important research findings is to follow the tide of inaccurate disclosure for persons and committees that have been delegated authority resulting in some of the directions that do not serve the administrative work of the organization surveyed. And the method adopted version in organizational units is weak, due to the weakness of directors informed of the latest developments that rate methods modern administrative work.

### **Empirical Review**

Ooko (2013) did a study on impact of teamwork on the achievement of targets in organizations in Kenya, using SOS children's village, Eldoret was the study area. The study adopted descriptive research design. The study found that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to impact team performance if it was done correctly. It was concluded that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams.

Also, Teseema and Soeters (2006) did a study on promotion practice of teams in an organization and found that there is positive relationship between promotion practice for teams and perceived performance of employees. The study of Shekari, Naieh, & Nouri (2011) investigated relationship between delegation authority process and rate of effectiveness: case study municipality regions of Mashhad. Delegation of authority was measured by preparation, appreciation stage and effectiveness. Correlation analysis was employed as method of data analysis. Findings of their study showed that there is a significant relationship between delegation authority process, and rate of effectiveness. And appreciation and preparation stage have greater effect on rate of effectiveness.

#### IV. THEORETICAL FRAMEWORK

Theories like democratic leadership theory, the communicative theory and HRM-Performance Linkage Model are relevance to the subject matter under study, but HRM-Performance linkage model underpin this study.

##### HRM-Performance Linkage Model

The theory upon which this study is anchored is the HRM-performance linkage model of Becker and Huselid (1998) whose core philosophy suggests that teamwork has a direct impact on employee skills and motivation, which are subsequently translated into improved employee/organizational performance. The HRM-performance linkage model is based on the resource-based view (RBV) which states that increasing employees' abilities and motivation, through teamwork will ultimately improve employee/organizational performance (Lopez, Peon, & Ordas, 2005). The RBV perspective advocates that the potential for competitive advantage of an organization is based on its ability to exploit the

inimitable characteristics of its pool of human resources and capabilities. The basic causal pathway of the HRM-performance linkage model is as stated below: Teamwork, Skills, Attitudes, Behaviour, and Organizational performance

Looking at the causal pathway illustrated above, the general framework of the model is indirect linkage or hierarchical linkage through the outcomes of skills, attitudes and behaviour between teamwork and organizational performance (Black, 2001). Teamwork activities aimed at providing increased skills to employees has a direct impact on their attitudes: motivation, commitment and satisfaction (Barlett, 2001).

##### Relevance of the Theory

This theory/model was considered very relevant to the study because the issues involved in teamwork and organizational performance could be explained within the framework of the theory. The central argument is that teamwork facilitates the acquisition of necessary skills which leads to enhanced performance of the team members in the organization. Every member of the team can never be equally endowed but through interaction and joint execution of task, the tendency is for the weak to learn from the strong members.

#### V. METHODOLOGY

The study adopted survey research design. The researcher used this survey method because of the nature of the research, where cause and effect relationship will be determined. The study was carried out at Adama Beverage Company Limited, Yola. The population is made up of the entire staff of Adama Beverages Nigeria Ltd which is made up of 710 staff. In determination of the sample size, the researcher adopted the use of Yamani (1964).

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 N &= 710 \\
 n &= \frac{710}{1 + 710(0.05)^2} \\
 n &= \frac{710}{1 + 710(0.0025)} \\
 &= \frac{710}{2.8} \\
 &= 253
 \end{aligned}$$

Closed ended questionnaire is the major instrument for data collection in this study; this is because questionnaire has the capacity of collecting

more relevant data from respondents. The questionnaire was design on five points likert scale ranging from Strongly agree (5), Agree(4),

Undecided(3) Disagree (2), Strongly disagree(1). The study used Cromber Alfa Coefficient to test the reliability of the variables the questionnaires. While hypotheses was tested using Spearman correlation 0.05 level of significance.

## VI. ANALYSIS AND RESULTS

Out of 253 questionnaires distributed; 241 were successfully returned and valid, representing 95.3%, while 12 were not returned, representing 4.7%

## Hypotheses Testing

H<sub>0</sub>:Effective communication does not have significant impact on organizational performance in Adama Beverages, Yola;

H<sub>0</sub>: Employee commitment does not have significant impact on organizational performance in Adama Beverages, Yola; and

H<sub>0</sub>:Employee delegation does not have significant impact on organizational performance in Adama Beverages, Yola

		EF	EC	ED
EF	Pearson Correlation	1	.888**	.955**
	Sig. (2-tailed)		.000	.000
	N	241	241	241
EC	Pearson Correlation	.888**	1	.958**
	Sig. (2-tailed)	.000		.000
	N	241	241	241
ED	Pearson Correlation	.955**	.958**	1
	Sig. (2-tailed)	.000	.000	
	N	241	241	241

\*\* .Correlation is significant at the 0.01 level (2-tailed)>

Where:

EF=Effective Communication

EC=Employee Commitment

ED=Employee Delegation

To evaluate whether there is a significant relationship between effective communication, employee commitment and employee delegation in Adama Beverages, Yola. Hypothesis shows a correction of 0.01 and which is less than 0.5 level of significant. Therefore, the null hypothesis which states that there is no significant relationship between effective communication, employee commitment, employee delegation and organizational performance in Adama Beverages, Yola, was rejected and retains the alternate hypotheses.

## VII. FINDINGS

The major findings of this study have been derived from the analysis and presentation of data of this study:

- i. Finding revealed that most of the information personnel obtained the management are not always comprehensive and precise, often the instructions coming from top management are not straightforward and contradictory, the information received from other departments is not consistently reliable, most at times workers in institution don't openly share knowledge and views this is because the top management is

not supplying them with the kinds of information they really want and need.

- ii. From the above study, the result also indicates that the staff are not happy with the type of work they do, the staff are no longer working hard to improve their employee engagement, they are not able to do more than their job description, the staff believe they are making any sacrifices not for themselves but for the company as well. Further revealed that for staff to know that their commitment has made a contribution to the good of the Adama Beverages, Yola would please them to increase their commitment.
- iii. In addition, finding also shows that the employee delegation has not improved the institution's job performance, and that the employee delegation has not increased the degree of positive relationships between various jobs. Essentially, the results further revealed that delegation did not create the concept of creativity in the performance of employees, authorisation in Adama Beverages, Yola did not invest the time ideally in the organizational achievement process. Furthermore, the finding revealed that the delegation of employees did not develop loyalty and belong to the organization that increases the organizational performance of Adama Beverages, Yola.

### VIII. CONCLUSIONS

This study was able to conclude that selected Adama Beverages, Yola workers were not provided with comprehensive and reliable management information due to one or more reasons known to the management and sometimes the orders coming from top management are not transparent and contradictory as a result of communication channel gap. Even among the staff the information they got from other departments is not consistently reliable, you find that most of the institution's staff do not openly share information and opinions because the top management does not provide them with the information they really want and need.

It is also noted from the above analyses that staff are not satisfied with the kind of work they do this can be attributed to the work overload on them, the staff are no longer working hard to increase their employee commitment because they feel that their effort is not recognized by the management and their superior officers. Also staffs are not willing to do more than their job description because of tight schedules, despite this, if management can acknowledge the effort of their staff, by making the staff to know that their commitment has made remarkable contributions to the good of the Adama Beverages, Yola this would please the staff to increase their commitment.

Furthermore, employee delegation has not gained its place in Adama Beverages, Yola because, employee delegation didn't upgrade the level of job performance in the institution the reason for this is because most of the superior officers in Adama Beverages, are afraid of losing their power through delegating their responsibilities to their subordinates. Employee delegation didn't increase the level of positive relations among different jobs, because it is not been observed. Also delegation didn't create a principle of innovation in employee's performance because authorization in Adama Beverages, Yola failed to invest the time ideally in the achievement process of organization. Lastly, the study concludes that employee delegation didn't instill loyalty and belonging to the organization which can lead to an increase in organizational performance in Adama Beverages, Yola.

### IX. RECOMMENDATIONS

From the above findings and conclusion the researcher was able to recommend that:

- i. There is need for management of Adama Beverages, Yola to make sure that all information given to staff is detailed out and

accurate in order to foster day to day operation effectively, when directives are coming from the top management let it be clear and inconsistent for easy understanding. Staff should also share useful and accurate information to other departments necessary for organizational development, also there should be a free exchange of information and opinions among the institution, the top management should provide them with the kinds of information they really need.

- ii. The management of Adama Beverages, Yola should always make sure that her staff is satisfied with the kind of work they do, the hard work of every staff should be recognized by the management which will in turn increase their employee commitment. Enough time should be given to staff to enable them accomplish one task at a time which can enable them to do more than their job description. Also the management needs to make their staff understand that their commitment has made a contribution to the good of the Adama Beverages, Yola in order to please them to increase their commitment.
- iii. The superior officers of Adama Beverages, Yola should give more chance for their subordinates to grow by delegating responsibilities to them, this can lead to an upgrade in the level of their job performance in the institution, employee delegation can increase the level of positive relations among different jobs. The superior officers should delegate responsibilities in order to create a principle of innovation in employee's performance; also authorization in Adama Beverages, Yola should be allowed taking its full cost by investing in time ideally in the achievement process of organization. The superior officers should delegate employees by instilling loyalty and a sense of belonging to them which in turn can increase organizational performance in Adama Beverages, Yola.



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