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TEAM SPIRIT CULTURE AND EMPLOYEE PRODUCTIVITY IN GOVERNMENT MINISTRIES OF BAYELSA STATE

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ABSTRACT

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This study primarily investigated the relationship between team spirit culture and employee productivity of Government Ministries in Bayelsa State. The study employed correlation and cross sectional survey method. Primary data was collected using self-administered questionnaire. A total of twelve (12) Government Ministries in Bayelsa State were investigated, the population size of the study was one thousand four hundred and eighty two(1482), while the sample size of three hundred and fifteen(315) was generated using the Taro Yamane formula. To this effect, a total of three hundred and fifteen (315) copies of questionnaire were administered to the employees of the twelve (12) Government Ministries studied. Two hundred and ninety eight (290) were retrieved and used for analysis. To determine the strength and direction of the relationship between variables, Spearman's Rank Order correlation Statistic with the aid of SPSS version 23.0 was employed. The study established that there is a significant and strong positive relationship between team spirit culture and task accomplishment in Bayelsa State Government Ministries. More so, the study reveals a significant and strong positive relationship between team spirit culture and innovativeness in Bayelsa State Government Ministries. From the foregoing, it was concluded that team spirit culture correlates with employee productivity. The study therefore, recommends that administrators of the Government Ministries should emphasis on embracing and adopting team spirit culture in a bid to sustain and enhance employee productivity.

Key Words: Team Spirit Culture, Task Accomplishment, Innovativeness, Organizational Culture and Employee productivity.

Introduction

Every organization desires to be productive. In essence high productivity is the major aim for the existence of any organization, but on the contrary the bid to attain higher productivity has remained a wishful thinking for many organizations in Nigeria including the State Government Ministries. This was the main reason why Simon (1957) argued that the issue of productivity is the only reason for all the various reforms exercises that is being carried out in most public organizations so as to make them efficient. Productivity in public organization entails the attainment of predetermined goals with minimal expenditure of resources. Employees' productivity denotes the efficiency of an employee in carrying out a particular task. Lăzăroiu (2015) adds to this definition by explaining that employees' productivity is also assessed by the goods and services provided in unit time. Increased productivity implies that the number of goods and services provided per unit times have increased compared to a previous point in time, without compromising quality. Employee productivity is a function of the employees' commitment, motivation, and leadership effectiveness. It is no doubt that organizational culture significantly affects these productivity constructs, which in turn determines the overall organizational performance. Organisational leaders who do not understand the productivity of the employees' risk declined performance in the short term and compromise the implementation of functional strategies that are aimed at improving the profit margins in the long term (Ramdhani, Ramdhani & Ainissyifa, 2017). Therefore, understanding the link between organisational culture and employees' productivity in terms of commitment, motivation, and leadership effectiveness is a subject that ought to be fully explored to understand how the culture can be leveraged to enhance organizational profitability. Among other things, Becker et al. (2018) explain that the productivity of the employees can be increased through team spirit culture, which aid in increasing the rate of execution of specific tasks and improving the overall output.

Team spirit culture is "the feeling of pride and loyalty that exists among the members of a team and that makes them want their team to do well or to be the best" Collins English Dictionary. Team spirit culture is the feeling of belonging to a group to accomplish a task for the good of all. This concept is most often portrayed in sports. It is a known fact that no single player can win a game but efforts by players earn points for the team. Thus team spirit culture is an embodiment that a chain is only as strong as its

weakest link (Sharma, Kansal, & Paliwal, 2012). Team spirit culture enables members of the team to have a higher level of trust, self-confidence, and ability to plan and take positive decision with others. It helps in creating a healthy work environment with workable plans, creative activities, positive strategies and values. Absence of team spirit culture in an organization can lead to low morale and poor productivity. For any institution to accomplish its goals and vision, enforcement of team spirit is required. This is because team spirit culture helps the employees to develop themselves, adequately deploy their potentials, as well as learn the proper strategies to achieve the required tasks (Sanyal, S & Hisam, M. W., 2018). Culture, is very important that, in the minds and bodies of administrative agencies, according to (Green, 2004) opined that the concept of culture, in the social sciences has been subject to various interpretations, it can be said that the concept of culture has not only brought great difficulties, but also because of the diversity and breadth meaning, create consensus on the scope of its subject, is not possible.

Bhanupriya (2015) undertook a study of organizational culture in relation to employee's employee productivity. His findings indicate that, organization culture plays vital role in inculcating culture of retention. He further emphasized that, meaningful purpose of the organization, flexible conditions of the job, constant and effective communication at all levels, engagement of the workers at work, needful training and development of the workers are essential to a team spirit. Against this backdrop, this study will investigate the relationship between team spirit culture and employee productivity of Government Ministries in Bayelsa State.

While the non-demographic elements such as shared valued, corporate practice, vision and mission, rites and rituals, stories and past events, policies, rules and regulations and organization's norm constitute what determines the overall performance of an organization (Chilla et al. 2014; Fukami, Hutton, Hoffman & Garcia, 2016; Nganga & Nyongesa, 2012; Osibanjo & Adeniji, 2013).

Hence, lack of willingness of the management of these public organizations to integrate corporate culture, such as team spirit into the operations of the Government ministries in Bayelsa Stae, has huge deficiency in the productivity of the employees which in turn affects the service they render to the public violating the primary purpose of their establishment.

These cultural factors, mostly determine how an individual employee performances at work and when these factors are misplaced or mismanagement, it often has a backsliding effect and huge negative consequence on the productivity of the employees (Fukami et al., 2016). The fact that team spirit culture is largely researched mostly in the private sector compels, this study to fill this gap by looking at team spirit culture in the public sector, with ministries in Bayelsa State as the geographical scope, it is against this backdrop, that this study investigated the relationship between team spirit culture and employee productivity of Government Ministries in Bayelsa State

Research Questions

The research study was guided by the following research questions;

1. To what extent does team spirit culture relates with Employee Task Accomplishment of Government ministries in Bayelsa State?
2. To what extent does team spirit culture relates with employee Innovativeness of Government ministries in Bayelsa State?

Literature Review

Organizational Culture

According to Magee (2002) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2003). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

Organizational culture has a pervasive effect on an organization because it defines who its relevant employees, customers, suppliers, and competitors are, and how to interact with these key actors (Barney, 2012). The culture's intensity or strength, and its adaptiveness are the components that enable organizations to meet the twin demands of internal consistency and external flexibility (Schein, 2011).

Team Spirit Culture

Culture has been described as shared values, beliefs and practices of the people in the organization or

people that resides in the same environment (McDermott & O'Dell, 2001). These authors further highlighted that culture exist on a deeper level, and is rooted in the way people act, what they expect of each other and how they make sense of each other's actions. This suggests that culture is rooted in the organization's core values and assumptions reflecting the visible aspects of the organization, like its mission. Team culture could be defined in relation to an evolving and streamlined set of rules, norms, anticipations and roles that team members share and endorse, while organization culture refers to shared assumptions, values and norms (Hu *et al.*, 2009; Zheng *et al.*, 2010). These studies propose that a strong team culture exist on the basis that the rules, norms, expectations and roles are shared by the members willingly. In the same vein, it is understood that organizational culture is a source of sustained competitive advantage and key factor to organizational effectiveness (Barney, 1991).

Chen and Cheng (2012), established that trial, innovation and fairness are the two constructs that best expound organizational culture. Zhenget al. (2010), contended that organizational culture does not unswervingly lend itself to influence an organizational effectiveness; rather it wields its influence through shaping the behaviour of organizational members. Zheng *et al.* (2010), in their study suggested that the influence of organizational culture on organizational effectiveness depending on how well knowledge is managed is largely associated with how well cultural values are transformed into value to organization. This is probably why Vila, Enz & Costa (2012), claims that changing an organization's culture is difficult, but innovation should be a part of this culture. However, Zheng *et al.* (2010), further Stated that knowledge management can influence organizational effectiveness and innovation when it is aligned with organizational culture, structure and strategy. Study by Chen and Cheng (2012), confirmed that organizational culture affects employees' knowledge sharing attitudes and behaviours. It is believed that self-worth is one of the constructs mostly influencing knowledge-sharing attitude, suggesting that employees' knowledge-sharing attitudes improve when there is a realization that it contributes to the organization's successful operation.

As a give-and-take norm, knowledge sharing does not seem possible according to Renzl (2008) if there is no quality relationship among team members. This view further aligns to some social exchange process that will facilitate the sharing of knowledge among team members. This is because knowledge sharing will likely depend on trust between team members and

individuals (Renzl, 2008). On the other hand, Chen and Cheng (2012), recently found that the most important factor that drives knowledge sharing is the employees' attitude toward it. In encouraging employees to bring about innovative ideas, it is argued that management must deal with organizational affairs fairly and employees will develop positive knowledge-sharing attitudes (Chen & Cheng, 2012). Equally, Chen and Huang (2007) posits that employees with higher degree of knowledge sharing and innovation build more interactive relationship with other employees irrespective of position. An innovation culture has been found to be directly correlated with knowledge sharing, largely because knowledge is best managed and updated in such an environment (Chen & Cheng, 2012). Hu *et al.* (2012) bring to a close by suggesting that when a good relationship exists within a team this helps enhance cohesiveness, thereby resulting in increased willingness of team members to share their experiences at work with other members.

Concept of Employee Productivity

Employee productivity is the amount of goods and services that a worker produces in a given amount of time. Employee productivity is referred to as labour productivity because it was originally studied only with respect to the work of labourers as opposed to managers or professionals (Scarth, 2002). According to Mathis and John (2003), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. The more productive an organization, the better its competitive advantage, because the costs to produce its goods and services are lower. Better productivity does not necessarily mean more is produced; perhaps fewer people (or less money or time) was used to produce the same amount. McNamara (2003) further States that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer, but not always. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time. He further notes that measuring productivity involves determining the length of time that an average worker needs to generate a given level of production. You can also observe the amount of time that a group of employees spends on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business.

Employee productivity may be hard to measure, but it has a direct bearing on a company's profits. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. However, there are several factors on the job that help maximize what an employee does on the job (Lake, 2000). Brady (2000) State that, perhaps none of the resources used for productivity in organizations are so closely scrutinized as the human resources. Many of the activities undertaken in an HR System are designed to affect individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities directly concerned with productivity.

Measures of Employee Productivity

Task accomplishment

Task accomplishment is a measure of an employee's productivity and involves their contribution to overall organizational productivity and effectiveness, it refers to actions that are part of the formal reward system and addresses the prescription as indicated in the descriptions of the role (Williams & Karau, 1991). It shows the level or the extent an employee achieves a given target. In general, task accomplishment comprises of activities that translates the organizations policies, missions and resources into tangible and intangible goods produced by the organization and to enable efficient operation of the organization (Motowidlo *et al.*, 1997). Thus, task accomplishment covers the fulfilment of the requirements that are part of the agreement between the employee and the organisation. Borman and Motowidlo (1993) pointed out that task accomplishment is the effectiveness and efficiency with which job incumbents perform activities that contribute to the organization's technical core and assist in moulding the psychological State of the organization (Borman & Motowidlo, 1993). They further suggested that in accomplishing a given task there are two aspects to it, which are interpersonal facilitation and job dedication. Interpersonal facilitation includes cooperative and helpful acts that help the effectiveness of co-employee. While job dedication includes self-disciplined and motivation to support organizational objectives and goals (Van Scotter & Motowidlo, 1996).

Task accomplishment covers a person's contribution to organizational productivity, refers to actions that are part of the formal reward system (i.e., technical core), and addresses the requirements as specified in job descriptions (Williams & Karau, 1991). It shows the level or the extent an employee achieve the given roles or task given to him or her.

At a general level, task accomplishment consists of activities that transform materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Motowidlo *et al.*, 1997). Thus, task accomplishment covers the fulfillment of the requirements that are part of the contract between the employer and employee.

Innovativeness

Innovativeness of entrepreneurs is measured by the propensity by which they innovate their business (Miller and Friesen, 1982); their willingness to try new ways which are different from the existing; the enthusiasm to adopt new ideas or new methods to their business operation; and the eagerness to implement the innovation strategy in their business (Khandwalla, 1987). Innovativeness reflects a firm's tendency to engage in and support new ideas, novelty, experimentation and creative processes (Lumpkin and Dess, 1996) that may result in new products, services, or technological processes and which may take the organization to a new paradigm of success (Swieczek and Ha, 2003). It also implies seeking creative, extraordinary or strange solutions to problems and needs. Schumpeter (1934) considered entrepreneurship to be essentially a creative activity and entrepreneur as an innovator who carries out new combinations in the field of men, money, material, machine and management.

According to him, an entrepreneur is an economic man who tries to maximize his profits by making innovations in any one of the following fields: (1) new products; (2) new production methods; (3) new markets; or (4) new forms of organization. The degree of an entrepreneur's innovativeness will decide how far and how deep the innovation will go in business in order to meet both the strategic goal formulated for the business and the requirements from the environment (Hult *et al.*, 2004). Innovativeness represents a basic willingness to depart from existing technologies or practices and venture beyond the current State-of-the-art (Covin *et al.*, 2006). An innovative strategic posture can be linked to firm performance as it increases the chances that a firm will realize first mover advantage, stay ahead of their competitors, gain a competitive advantage and capitalize on emerging market opportunities that lead to improved financial results (Kreiser *et al.*, 2002; Hult *et al.*, 2004; and Kreiser and Davis, 2010).

In the corporate entrepreneurship (CE) literature, innovativeness is a predisposition to engage in creativity and experimentation through the introduction of new products (Rauch *et al.*, 2009). According to Morris and Kuratko (2002) innovativeness refers to the

creation of new products, services, technologies and business models. One entrepreneurial role would be to increase the speed and cost-effectiveness of technology transfer from internal R&D to the marketplace. Pinchot defines entrepreneurs as those who take hands-on responsibility for creating innovation of any kind within an organization; they may be the creators or inventors but are always the dreamers who figure out how to turn an idea into a profitable reality. Similarly, Antoncic and Hisrich (2003) define entrepreneurship as emergent behavioural intentions and behaviors that are related to departures from the customary ways of doing business in existing organizations. However, innovativeness is broader than new products or services; it may also include process-related innovations to bring new or improved production or marketing methods, or to apply new kinds of resources. To be part of entrepreneurial behaviour, innovations may include any opportunity deviating from the status quo that would also advance the organization. In the organizational behaviour (OB) literature, the construct of innovative work behaviour captures various behaviours during the process of opportunity identification and exploitation. Innovation is therefore defined as the production, adoption and implementation of novel and useful ideas, including products or processes from outside and 59 organization (Kanter, 1988). Innovative work behaviour is then defined as individual's behaviour aiming to achieve the initiation and intentional introduction of new and useful ideas, processes, products or procedures (Farr & Ford, 1990). Kanter (1988) postulates individual innovation as a process that begins with problem recognition and the generation of novel or adopted ideas.

Team Spirit Culture and Employee Productivity

Culture is rooted in the organization's core values and assumptions reflecting the visible aspects of the organization, like its mission. Team culture could be defined in relation to an evolving and streamlined set of rules, norms, anticipations and roles that team members share and endorse, while organization culture refers to shared assumptions, values and norms (Hu *et al.*, 2009; Zheng *et al.*, 2010). These studies propose that a strong team culture exist on the basis that the rules, norms, expectations and roles are shared by the members willingly. In the same vein, it is understood that organizational culture is a source of sustained competitive advantage and key factor to organizational effectiveness (Barney, 1991). Chen and Cheng (2012), established that trust, innovation and fairness are the two constructs that best expound organizational culture. Zhenget *al.* (2010), contended that organizational culture does not unswervingly lend

itself to influence an organizational effectiveness; rather it wields its influence through shaping the behaviour of organizational members

The description of workers competence, as it have repetitively reflected in applicable literature has shown that many scholars have viewed it as a holistic idea , hence looking at the vibrant amalgamation of knowledge, understanding and skills, this is usually something that can be established to a definite level of attainment along a range(González &Wagenaar, 2005). According to Rychen and Salganik (2003), it is the ability to meet up with multifaceted difficulty by being able to illustrate and mobilize psycho-social assets in context. However, an intricate action arrangement includes knowledge; cognitive and realistic skills; behaviours such as enthusiasm, value orientations and feelings. Some authors view workers competence as the blend of awareness, proficiency, approach, worth and individual attributes that allow the workers to behave professionally and fittingly in a situation, deploying them in a more articulate way (Koster & Dengerink, 2008). However, within the knowledge view of the researcher there has not been any empirically validated study on the relationship

between Team Spirit culture and Workers competence in our clime, Therefore, this study investigates the relationship between team spirit culture and workers competence of Government Ministries in Bayelsa State. From the foregoing argument, it was therefore, hypothesized that

H0₁: There is no significant relationship between team spirit culture and employees’ Task Accomplishment of Government Ministries in Bayelsa State.

H0₂: There is no significant relationship between team spirit culture and employees’ innovativeness of Government Ministries in Bayelsa State.

Conceptual Framework

The conceptual framework shows the relationship between team spirit culture and employee productivity of Bayelsa State Government Ministries. The predictor variable is team spirit culture and the criterion variable is employee productivity measured with task accomplishment and innovativeness, as presented in figure 1

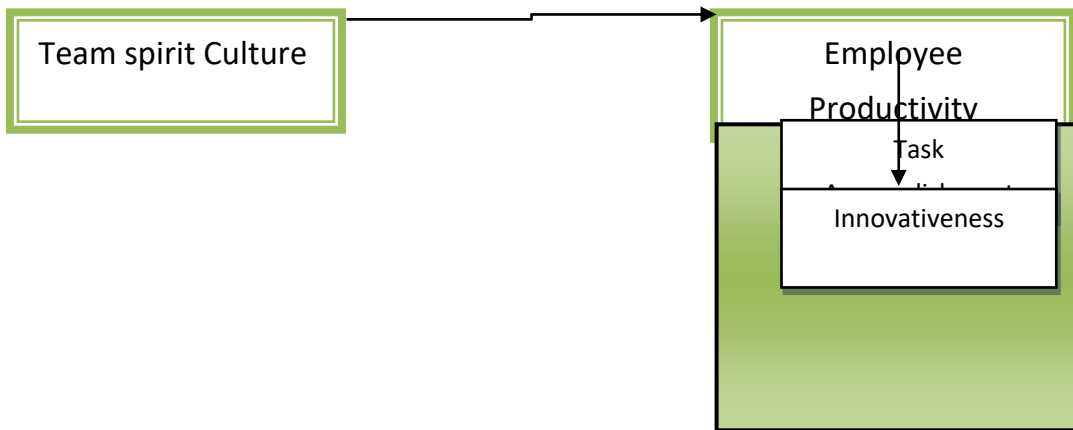


Figure 1.1: Conceptual Framework of the Relationship between Team spirit culture and Employee Productivity of Government Ministries in Bayelsa State.

Source: Researcher’s desk (2022): the dimension is sourced from Zheng et al. (2010) while the measures are sourced from Al Enzi (2012)

Theoretical Foundation

This study is anchored on two theories, specifically the Durkheim’s Theory of Culture and the Dynamic Capabilities Theory which explain how organizations can use different cultural aspects to influence their productivity.

Durkheim’s Theory of Culture

This theory was developed by Durkheim (1890). It explains culture as the emergent net of representations, holistically comprehending the in-depth set belief, value, and symbolic structures of natural wholeness such as tribes and communities in which he gave such close observation. The theory

contends that a munificence of work in a firm's sociology involves the substance of what the culture term seems to consist, even if it seems impossible. It is through culture that managers influence the tasks and achievement of the objectives of an organization.

The alternative part of human character is social in emergence which Durkheim says is the collective conscience. It acts as a check on the will, as well as the ethical structure made of moral values, codes, ideas and ideologies. The collective conscience is established through the socialization procedure as an individual adjusts to the norms, codes, and ethical values of the community. Collective conscience helps in controlling individuals wish, as well limits the drives of the individual and potentially unlimited desires (Durkheim 1893).

The collective conscience is so overpowering that there is less will or opportunity for deviance or individuality. According to Witten and Wuthnow (1998), although subcultures may strengthen integration with the entire organization, they could also provide centers of disagreement. Cultural gaps are likely to happen on status, professional or divisional lines. Proof of existing subcultures is found in various discursive practices in organizations: in the different accounts employees on divergent organizational categories give organizational occurrences in a specialized form of speech that professionals in some firms share wholly with colleagues that are outside the firm than those that are within; and in various expressive symbols everywhere which subgroups come together in the production of their mutual sense of mission (Zheng & McLean, 2010).

Dynamic Capabilities Theory

Dynamic Capabilities theory was first pioneered by Teece (1997). The concept is stated by Teece et al. (1997), as the organization's ability to establish, combine, and reconstruct external and internal capabilities to address fast altering environments. The word is not always used in a singular form, dynamic capabilities, accentuating that the capability to react appropriately and fittingly to external alterations necessitates an integration of numerous capabilities. Dynamic capabilities, on the other hand, make reference to the fact that it is the capacity of an organization to purposefully form, alter or enlarge its resource base (Helfat et al., 2007).

Beyer and Trice (1993), debate that dynamic capabilities allow organizations to build, integrate, and reconfigure their competencies and resources, hence, sustain effectiveness in the face of business altering

environments. The concept of dynamic capabilities was consequently developed and enhanced by other scholars including (Trice & Beyer, 1993; Eisenhardt & Martin, 2000; among others). In order for organizations to remain competitive in their industry and in whatever they produce, they need to have dynamic capabilities that constitute the organization's ability to employ their resources effectively. The main presupposition of dynamic capabilities structure is core capabilities; this is needed to be employed in adjusting short-term competitive positions which can be used to construct longer-term competitive advantage.

Methodology

This study adopted the Correlation Research Design. A correlation study is one where a researcher seeks to understand the kind of relationships naturally occurring variables have with one another (Simon & Goes, 2015). It simply means seeking to figure out if two or more variables are related and, if so, in what way. The target population of this paper comprised of 1482 employees of the twelve (12) Government Ministries in Bayelsa State.

The study adopted the Taro Yamane method of selecting the total sample, with the assumption of a five percent (5%) level of significance, therefore, the sample size of this study was three hundred and fifteen (315). The cross-sectional survey data collection method was adopted in this study with a 92% response rate. The primary data was collected using a self-administered questionnaire that featured closed-ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with coefficients of team spirit culture, task accomplishment and innovativeness as 0.812, 0.711 and 0.776 respectively. The study applied both descriptive and inferential statistical analysis with hypotheses tested with the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

Data Analysis and Results

From the study, out of 315 questionnaire which were administered to respondents. 298 representing 94 percent were retrieved. However, out of this number 8 copies representing 3 percent were completed but not used while 290 copies representing 92 percent were correctly filled and thus suitable for data analysis

Ho₁: *There is no significant relationship between team spirit culture and task accomplishment of Government Ministries in Bayelsa State.*

From the result in 3 tables, the correlation coefficient shows that there is a positive relationship between team spirit culture and task accomplishment. The *correlation coefficient* 0.751 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between team spirit culture and task accomplishment of Government Ministries in Bayelsa State.

Ho₂: *There is no significant relationship between team spirit culture and innovativeness of Government Ministries in Bayelsa State.*

From the result in table 3, the correlation coefficient shows that there is a positive relationship between team spirit culture and innovativeness. The *correlation coefficient* 0.652 confirms the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between team spirit culture and innovativeness of Government Ministries in Bayelsa State.

Discussion of Findings

This study using descriptive and inferential statistical methods investigated the relationship between team spirit culture and employee productivity of Government Ministries in Bayelsa State. The findings revealed a positive strong and significant relationship between team spirit culture and employee productivity of Government Ministries in Bayelsa State using the Spearman Rank Order Correlation tool and at a 95% confidence level, more specifically, the first hypotheses revealed that there is a strong positive and significant relationship between team spirit culture and task accomplishment of Government Ministries in Bayelsa State and also, the test of the second hypothesis revealed that, there is a positive and significant relationship between team spirit culture and innovativeness of Government ministries in Bayelsa State. This finding agrees with the arguments of Chen and Cheng (2012), established that organizational culture is the constructs best expound task

accomplishment, innovation and fairness. Zheng *et al.* (2010) contended that organizational culture does not unswervingly lend itself to influence an employee productivity; rather it wields its influence through shaping the behaviour of organizational members. The description of workers competence, as it have repetitively reflected in applicable literature has shown that many scholars have viewed it as a holistic idea, hence looking at the vibrant amalgamation of knowledge, understanding and skills, this is usually something that can be established to a definite level of attainment along a range (González & Wagenaar, 2005). According to Rychen and Salganik (2003), it is the ability to meet up with multifaceted difficulty by being able to illustrate and mobilize psycho-social assets in context.

Conclusion and Recommendation

From the study, Government ministries in Bayelsa State had team spirit culture that determined how employees work together or in group for the common goal of the ministries, were they were like-minded and held similar beliefs and values. The ministries were guided by values of team-spirit culture. employees had a sense of identity which increased their productivity at work. Therefore, the study concludes that there was a positive significant relationship between team spirit culture and employee productivity of Government Ministries in Bayelsa State. And based on the findings, this study also concludes that team spirit culture, is being practiced in the Government Ministries of Bayelsa State.

As a result of the foregoing, the researcher makes the following recommendations: Government Ministries are encouraged to put emphasis on embracing and adopting team spirit organizational culture. This is because it positively influences strategies and policies implemented thus creating sustainable increase in employee productivity. Additionally, the public sector should ensure they align their strategies and organizational culture if they intend to benefit from good team spirit culture, and finally, Government Ministries should develop activities and programs in the workplace which will encourage and enhance team spirit culture and the implementation of such cultural practices in all levels to help members of organization develop better understanding among themselves towards achieving organizational goals and objectives.

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