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TEAM COHESION AND ORGANIZATIONAL PERFORMANCE IN SELECTED MANUFACTURING FIRMS IN SOUTH SOUTH, NIGERIA

***Udontuk, Dominic Abel, Dr. Kingsley L. Uwah, Dr. Udeme Eshiet**

Department of Accounting Faculty of Adminitrations and Management Sciences.

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***Corresponding Author: Udontuk, Dominic Abel**

Department of Accounting Faculty of Adminitrations and Management Sciences.

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ABSTRACT

Team cohesion reflects the strength of interpersonal relationships among team members and their shared commitment to achieving common goals. This study examined the effect of team cohesion on organizational performance in selected manufacturing firms in South–South Nigeria. In line with this objective, relevant research questions and hypotheses were formulated to guide the study. The study adopted a cross-sectional survey research design. A sample size of 105 respondents was drawn from the study population using the census sampling technique. The major instrument for data collection was a structured questionnaire administered to respondents using proportionate and purposive sampling techniques. Data collected were analyzed using descriptive statistics and simple linear regression analysis. The results revealed a significant positive relationship between the two dimensions of team cohesion—task cohesion and social cohesion—and organizational performance in the selected manufacturing firms in South–South Nigeria. The findings indicate that team cohesion plays a critical role in enhancing organizational performance. Specifically, both task cohesion and social cohesion were found to have significant positive effects on performance outcomes. Based on these findings, the study recommends that manufacturing firms should promote task cohesion by encouraging joint problem-solving, shared goals, and collective accountability systems in order to enhance overall organizational performance.

KEYWORDS: Team cohesion; Task cohesion; Social cohesion; Organizational performance; Manufacturing firms; South-South Nigeria; Teamwork; Employee collaboration

INTRODUCTION

In contemporary organizational settings, teamwork has emerged as a central approach for achieving strategic objectives, solving complex problems, and driving innovation. Team cohesion is the extent to which members of a group remain united and committed to achieving a shared objective while maintaining positive interpersonal relationships. It comprises two key dimensions: task cohesion, which reflects the shared commitment to the group’s goals, and social cohesion, which refers to the interpersonal bonds and mutual trust among members (Carron & Brawley, 2020). High levels of cohesion encourage collaboration, open communication, and mutual support, thereby enhancing group effectiveness. Cohesive teams are more resilient in the face of challenges, demonstrate stronger problem-solving capabilities, and sustain higher levels of motivation (Casey-Campbell & Martens, 2019). In organizational settings, team cohesion is regarded as a vital factor for improving productivity, innovation, and employee satisfaction, making it a critical area of focus for managers and leaders seeking to optimize performance. In a highly competitive business environment, developing new strategies that can generate new value in the face of competition or even new markets and customers is therefore essential to an organization's survival (Uttong, Ekanem, & Uwa, 2024).

The effectiveness of a team, however, is not determined solely by the skills of its members, but also by the extent to which they are united in their goals and supportive of one another a quality referred to as team cohesion. A growing body of evidence suggests that high team cohesion is positively associated with improved organizational performance, as cohesive teams are more likely to engage in open communication, coordinate tasks effectively, share knowledge, and maintain motivation, even in the face of challenges (Beal *et al*., 2023). These attributes enable organizations to achieve higher productivity, better quality outputs, and greater employee satisfaction. Conversely, low cohesion can lead to conflict, inefficiency, and reduced morale, which undermine organizational effectiveness. Given the increasingly competitive and dynamic business environment, organizations are recognizing the strategic importance of fostering team cohesion as a means of sustaining high performance. Understanding the relationship between team cohesion and organizational performance is therefore critical for leaders, managers, and policymakers seeking to optimize both human capital and operational outcomes.

1.2 Statement of the problem

Teamwork has become a common strategy used by organizations to improve productivity, efficiency, and competitiveness. In manufacturing firms, many activities require employees to work together because tasks are often connected and depend on coordinated effort. For this reason, team cohesion is expected to play an important role in achieving good organizational performance. When team members work closely together, communication becomes easier, misunderstandings are reduced, and collaboration improves, which can help organizations meet production targets and maintain smooth operations. Team cohesion is often reflected through task cohesion, which focuses on members' commitment to achieving group goals, and social cohesion, which relates to the interpersonal relationships and sense of unity among team members (Forsyth, 2021; Salas *et al*., 2018). However, despite the adoption of team-based work structures in many organizations, performance challenges such as low productivity, operational inefficiencies, and workplace conflicts are still reported in some manufacturing firms. This suggests that the mere presence of teams does not automatically guarantee improved performance.

The level of cohesion among team members may determine how well employees cooperate and contribute to organizational goals. In addition, leadership practices within organizations may influence how team cohesion affects performance. Leadership style can encourage cooperation, guide team members, and strengthen relationships within teams, while weak leadership may reduce coordination and weaken team effectiveness (Northouse, 2022; Yukl, 2020). Although several studies have examined the relationship between team cohesion and organizational performance, many have focused mainly on service sectors such as banking, insurance, education, hospitality, and ICT (Wang, 2024; Nkasirim, 2024). As a result, there is limited empirical evidence on this relationship within manufacturing firms, particularly in South-South Nigeria. Therefore, this study seeks to address the lack of context-specific evidence on the effect of task cohesion and social cohesion on organizational performance in selected manufacturing firms in South-South Nigeria, as well as the possible influence of leadership style on this relationship.

1.3 Objectives of the study

The main objective of this study was to examine the effect of team cohesion on organizational performance in selected manufacturing firms in South-South Nigeria.

The specific objectives were to:

1. Determine the effect of task cohesion on organizational performance in selected manufacturing firms in South-South Nigeria.
2. Assess the effect of social cohesion on organizational performance in selected manufacturing firms in South-South Nigeria.

1.4 Research questions

1. What is the effect of task cohesion on organizational performance of manufacturing firms in South-South Nigeria?
2. What is the effect of social cohesion on organizational performance of manufacturing firms in South-South Nigeria?

1.5 Research hypotheses

The following hypotheses were tested in this study:

H_{01}: Task cohesion has no significant effect on organizational performance in selected manufacturing firms in South-South Nigeria.

H_{02}: Social cohesion has no significant effect on organizational performance in selected manufacturing firms in South-South Nigeria.

REVIEW OF RELATED LITERATURE

This section of the study centered on the review of literature that was used in the course of this study.

2.1 Conceptual Framework

Independent Variable **Dependent Variable**

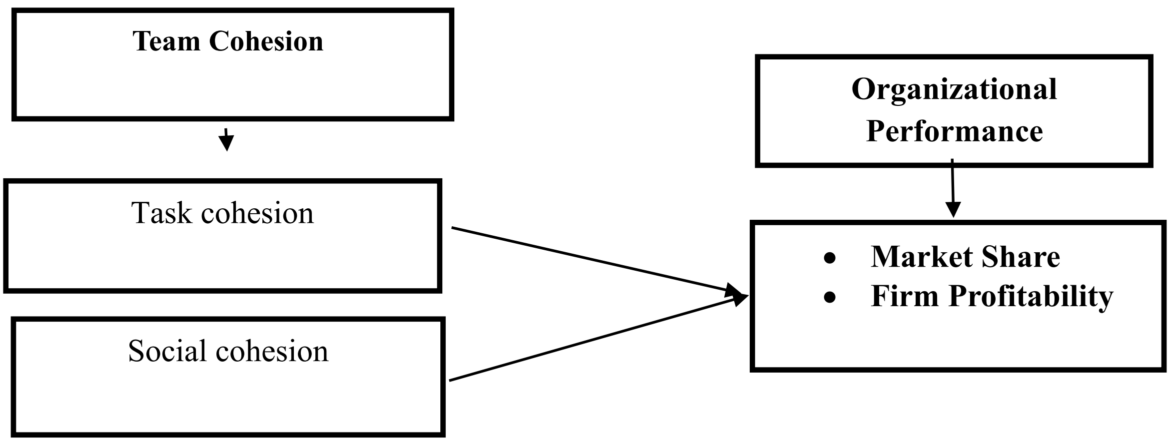

Figure 1: Model of team cohesion and organizational Performance.

Source: Researcher's conceptualization (2026)

2.1.1 Team Cohesion

Team cohesion refers to the degree to which members of a team feel connected to one another and remain committed to the team and its goals. It reflects the sense of unity, cooperation, and shared responsibility among individuals working together to achieve common objectives. According to Zaccaro, Rittman, and Marks (2021), team cohesion describes the level of bonding among members and their commitment to both the team and its activities. In explaining the concept, scholars often distinguish between two major dimensions: task cohesion and social cohesion. Task cohesion focuses on the commitment of team members to accomplishing group tasks and achieving shared goals, while social cohesion relates to the interpersonal attraction and the level of comfort members feel in being part of the team (Castaño *et al.,* 2023). Studies have shown that both dimensions are closely related and contribute to overall team effectiveness and performance (Grossman *et al.,* 2021). The growth of management not only involves the acquisition of knowledge, competence and experience, but also the development of resilience (Imagha, Ugwunwanyi & Akpaetor, 2021).

Team cohesion can also be described as the force that attracts individuals to remain part of a group and encourages them to work together effectively. It represents the social processes that bring members closer together and strengthen their willingness to cooperate in achieving group objectives. Carron (2022) explains that cohesion reflects the factors that encourage members to stay in a group and maintain unity in their activities. When team cohesion is strong, members tend to trust each other, communicate openly, and support one another in completing tasks. This sense of belonging and shared identity improves collaboration and helps teams perform their duties more efficiently. In addition, cohesive teams often show higher levels of participation, commitment, and stability because members feel responsible for the success of the group (Forsyth, 2021). As a result, organizations increasingly recognize team cohesion as an important factor in improving employee engagement and overall organizational performance. Furthermore, organizations do tend to lose their highly skilled human resource much more sooner than they can afford to replace them, it is therefore of utmost importance for success seeking organization to develop strategic succession plans for the total organization as these will help sustain the corporate structure in the competitive business environment (Akpan, Brownson, & Uwa, 2023).

2.1.2 Dimensions of team cohesion

Team cohesion describes the level of unity and cooperation among members of a team as they work toward common goals. It reflects how strongly team members are committed to their tasks and how well they relate with one another. Team cohesion is commonly examined through two main dimensions: task cohesion and social cohesion**.**

Task cohesion

Task cohesion refers to the degree to which group members share group goals and work together to meet their goals. It is defined as a shared commitment and motivation to coordinate group efforts to achieve common work-related tasks or goals (MacCoun, 2022). Task cohesion is unity or commonality based on skill and ability to do the task at hand whether by one's self or with others. It focuses on the shared understanding of objectives, agreement on strategies, and the willingness of members to coordinate their efforts toward a common outcome. High task cohesion means that members are motivated to work together to accomplish specific tasks, regardless of personal differences, because they prioritize the team's success over individual agendas. This form of cohesion is strongly linked to improved productivity, efficiency, and overall performance, especially in settings where interdependence and collaboration are essential (Carron and Brawley, 2020).

Social cohesion

Social cohesion is defined as motivation to develop and maintain bonds within a group (Carless & De Paola, 2020). Social cohesion is unity or commonality like the task form, but unlike it (which focuses on skill and ability). Social Cohesion plays a critical role in shaping how employees connect, collaborate, and support one another within organisational environments. Achmadi *et al* (2023) defined social cohesion as the sense of unity, mutual trust, and interpersonal bonding that develops among members of a workgroup. This demonstrates that social cohesion is made strong when employees experience respectful communication and positive interpersonal behaviour in the work place which promote psychological comfort, emotional support and gives sense of belonging and helped employees to work together more effectively. Also, social cohesion is referred to a group of employees who were established formally, are assigned some autonomy, and are also interdependent (Rasmussen & Jeppesen, 2021).

2.1.3 Concept of Organizational Performance

Organizational performance refers to the extent to which an organization achieves its goals and objectives through the effective use of its resources. It is a broad concept that reflects different aspects of an organization's success, including financial performance, productivity, employee satisfaction, and customer satisfaction. According to Cascio (2020), organizational performance is the degree to which an organization accomplishes its work mission as reflected in work outcomes, customer relationships, intangible assets, and the quality of services delivered. The concept is often explained through two key elements: efficiency and effectiveness.

Efficiency focuses on the relationship between inputs and outputs, meaning that higher output from the same level of resources indicates better performance, while effectiveness refers to the extent to which planned objectives and expected results are achieved (Anthony, 2024). Organizational performance can also be assessed using both financial and non-financial indicators such as market share, profitability, competitive advantage, operational efficiency, and customer satisfaction (Olanipekun *et al.,* 2020). In addition, Syafarudin (2020) describes organizational performance as the outcomes achieved by an organization through the use of its available resources, while Jahanshahi *et al*. (2022) view it as the actual results of organizational activities when compared with expected goals. Overall, the concept of organizational performance remains central to business organizations because it reflects how well an organization operates, grows, and sustains its competitive position.

2.1.4 Measures of Organizational Performance

Organisational Performance is the degree of attainment of work mission as measured in terms of work outcome; intangible assets, customers link, and quality services. It is commonly measured by market share and firm profitability.

Market Share

Market Share (MS) is the rate of a market either in units or in revenue, accounted for by a specific entity. Market share is calculated on a national level, as well as on more regional and local levels, to determine specific MS. The most basic way of calculating MS is to take the total number of sales for a company and then divide that number by the total sales for the industry. Essentially, MS is the percentage of consumers that a company has captured from its specific, desired market within an industry (Cooper & Nakanishi, 2021).

Firm Profitability

Greuning and Bratanovic (2020) view profitability as the indicator of how a company's profit margins are associated with sales and average capital. It is often expressed with the help of the ratio between this result and sales (or production). Stefea (2019) states that FPR is the ability of a lucrative activity to generate revenues higher than expenses involved. The indicators of FPR are well known as profitability ratio or accumulation margin. Brigham, Gapenski and Ehrhardt (2019) considered that FPR is the net result of various policies and managerial decisions, and the profitability rates represent the net operating result of the combined effects of liquidity, asset management and debt management. The FPR may therefore be defined as the ability of a given investment to earn a return from its use. Other issues that businesses confront include the incapacity of some managers to possess technological skills and managerial qualities, as well as irregular power supplies (Uwa & Akpaetor, 2018).

2.1.5 Task Cohesion and Organizational Performance

Task cohesion refers to the degree to which team members are united in their commitment to shared goals and coordinated in completing work tasks. It focuses on collective task involvement, clear roles, mutual responsibility, and the determination of members to achieve common objectives. In many studies, task cohesion is linked to improved team performance because it encourages better coordination, stronger effort toward goals, and clearer role performance within the group (Carron & Brawley, 2019). Empirical studies show that task cohesion generally has a positive relationship with team performance, although the strength of this relationship is often moderate. Research also shows that the relationship becomes stronger when cohesion is measured with a clear task focus and when performance is assessed through actual task behaviours or efficiency. Factors such as task interdependence, team type, and communication style can influence this relationship. For example, teams with high task interdependence often benefit more from task cohesion, while virtual work environments may change how cohesion affects performance (Beal *et al*., 2023). Some studies also suggest a reciprocal relationship, where improved performance can increase members' sense of cohesion. Recent reviews highlight the need for clearer distinctions between task and social cohesion, the use of multiple data sources instead of self-reports alone, and more longitudinal studies to better explain how cohesion affects team outcomes. In other words, businesses with organizations competing for attention and shared customer attention will join the competition or see themselves as competitors (Ekanem et al. 2023).

2.1.6 Social Cohesion and Organizational Performance

Social cohesion in teams denotes the strength of interpersonal bonds, friendship, mutual liking, and emotional support among members. It captures how well team members get along, trust one another, and feel a sense of belonging features that shape the social climate of work groups and influence motivation, wellbeing, and collaboration (Potluri & Hawariat, 2019). Empirical research generally finds a positive relationship between social cohesion and organizational or team performance, but the link is nuanced (Muriithi, 2023).

More recent syntheses and studies refine these findings by identifying important moderators and mechanisms. For example, social cohesion often boosts performance indirectly by enhancing communication, trust, willingness to help, and commitment mediators that support collective effort. The cohesion-performance link is stronger in project and service teams where interpersonal cooperation matters for process outcomes, and when researchers measure behavioral performance (coordination, helping) rather than distal outcomes (profit, sales). There is also evidence of reciprocal causality: good performance can increase members' perceptions of social cohesion over time. Recent applied studies illustrate practical nuances. In work settings, high social cohesion correlates with lower turnover, higher job satisfaction, and greater organizational citizenship behaviour, which in turn support organizational effectiveness (Muriithi, 2023). The word performance is derived from job performance or actual performance, which refers to an individual's actual accomplishment at work (Ekanem et al. 2026). Performance is a fundamental measure of an organization‟s ability to achieve its strategic objectives effectively and efficiently (Ekanem & Efi, 2025). Performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective (Ekanem, 2021)

2.2 Theoretical Framework

2.2.1 Social Identity Theory by Tajfel and Turner (1981)

Social Identity Theory (SIT), developed by Tajfel and Turner (1981), is a social psychological framework that explains how individuals derive part of their self-concept and self-esteem from the groups to which they belong. The theory emphasizes three core processes: social categorization, where people classify themselves and others into in-groups and out-groups; identification, where individuals adopt the norms, values, and behaviors of their in-group; and social comparison, where in-groups are evaluated against relevant out-groups, often leading to favoritism toward the in-group (Tajfel & Turner, 1979, 1986). SIT is particularly relevant to team cohesion because it explains why members who strongly identify with their team are more likely to cooperate, communicate effectively, and work toward shared goals. A strong sense of in-group membership fosters trust, loyalty, and commitment, reducing interpersonal conflict and enhancing collective performance. In organizational contexts, this theory helps to understand how employees' social identification with teams can influence cohesion, collaboration, and overall organizational effectiveness (Ashforth & Mael, 1989; Evans, 2024; Schei, 2023). By anchoring team cohesion within SIT, researchers and managers can better explain the psychological mechanisms that drive cooperative behaviors and high performance in cohesive workgroups.

2.3 Empirical Review

Evans (2025) examined team cohesion and organizational performance in technology firms in the United States. The study focused on software development companies as the case study. The population consisted of 520 employees working in selected technology firms, while a sample size of 210 respondents was determined using the Taro Yamane sampling formula. Data were collected using structured questionnaires administered to employees and team leaders. The collected data were analyzed using multiple regression analysis and descriptive statistics. The findings revealed that both task cohesion and social cohesion significantly improved team productivity, knowledge sharing, and overall organizational performance. It recommended that managers should promote collaborative work environments and strengthen interpersonal relationships among employees to enhance performance.

Chen and Li (2025) investigated team cohesion and performance of small and medium enterprises (SMEs) in Guangdong, China. The population included employees from over 100 SMEs, with a target sample size of 400 respondents determined using the Yamane sample size formula. Data were collected through online questionnaires distributed to employees and managers. The data were analyzed using structural equation modeling (SEM) and regression analysis. The findings showed that team cohesion significantly influenced team learning and firm performance, particularly in SMEs where teamwork is central to operations. It recommended that organizations should develop team-building strategies and encourage collaborative problem-solving to improve performance outcomes.

Williams and Carter (2025) examined team cohesion and organizational performance in multinational manufacturing firms in the United Kingdom. The study focused on five large manufacturing companies as the case study. The population consisted of 640 employees, while a sample size of 246 respondents was determined using the Taro Yamane sampling formula. Data were collected using structured questionnaires administered to employees and supervisors. The collected data were analyzed using descriptive statistics and multiple regression analysis. The findings revealed that team cohesion significantly improved collaboration, communication, and overall productivity within the firms. It recommended that managers should implement regular team-building activities and strengthen internal communication channels to improve team cohesion and performance.

Adeyemi and Ojo (2025) investigated team cohesion and employee productivity in deposit money banks in Lagos State, Nigeria. The population consisted of 1,120 bank employees, while a sample size of 294 respondents was selected using stratified random sampling. Data were collected through structured questionnaires distributed to staff members. The data were analyzed using Pearson correlation and multiple regression analysis. The findings indicated that both task cohesion and social cohesion had a positive and significant influence on employee productivity and service delivery. It recommended that bank management should promote collaborative work culture and encourage interpersonal relationships among staff.

Park and Kim (2025) studied team cohesion and innovation performance in technology start-up companies in South Korea. The population consisted of employees working in 35 start-up firms, while a sample size of 180 respondents was selected using simple random sampling. Data were collected through online questionnaires and analyzed using structural equation modeling (SEM). The findings revealed that team cohesion positively influenced knowledge sharing, creativity, and innovation performance within the start-ups. The study recommended that organizations should encourage open communication and cross-functional collaboration to strengthen team cohesion. Not only do strategically agile organizations anticipate change well, but they also thrive on it, using uncertainty as a driving force for innovation and ongoing development (Bassey, Uwa, & Okurebia, 2023).

3. METHODOLOGY

3.1 Research Design

This study adopted a cross-sectional survey design. The choice of this design was informed by its suitability for collecting data from a large population within a limited period.

3.2 Population of the Study

For this study, the population comprised senior, middle, and intermediate management staff of selected manufacturing firms in south-south Nigeria which was 105.

3.1 Population Distribution Table

Respondents	**No of staff**
Berger Paints	25
Demcok Paints Limited	18
Terra Paints	14
Ibom Paint Plc	15
Portland Paints & Products Nigeria Plc	17
Versus Paint Specialists Nigeria	16
Total	**105**

Source: Human Resource Department of Organizations under study, (2026).

3.3 Sample Size Determination

The study adopted census technique by making use of the total population of 105 as sample size because the population is sizeable to handle by the researcher.

3.4 Sampling Techniques

The research used the purposive and proportionate sampling techniques.

3.5 Sources of Data

This study relied primarily on primary data.

3.6 Method of Data Collection

Data were collected using a structured questionnaire designed on a five-point Likert Scale.

3.7 Operational Measures of Variables

Multiple items developed and validated in previous studies were adopted and adapted to measure the variables in this study.

Task cohesion: Task cohesion was measured using a four-item scale adapted from the work of Hansen (2005). The items were: ‘Members of my team collaborate effectively to achieve common goals’, ‘Team members demonstrate commitment toward accomplishing assigned tasks,’ ‘There is unity among team members in executing work responsibilities,’ and ‘Members of my team cooperate effectively in completing assigned assignments,’
Social cohesion: Social cohesion was measured using a four-item scale adapted from Mark (2007). The items were: ‘Members of my team maintain friendly relationships with one another,’ ‘There is mutual trust among members of my team,’ ‘Team members provide social support to one another, when necessary,’ and ‘Members of my team enjoy working together’**.**

3.8 Validity

This study adopted both construct and content validity. The legitimacy of the instrument of content was confirmed after thorough evaluation by the supervisor of the project and other experts in the field of management while construct validity was ensured by aligning questionnaire items with the conceptual framework.

3.7 Reliability

To establish the reliability of the instrument, 30 copies of the research instrument were administered to 30 employees

Table 3.7.1: Reliability Analysis.

Scale	Cronbach's Alpha	Number of Items	Reliability
Task cohesion	0.776	4	Reliable
Social cohesion	0.849	4	Reliable
Organization performance	0.791	4	Reliable

Source: Researcher's computation (2026)

3.10 Method of Data Analysis

Data was analysed using the Simple Linear Regression.

Model Specification

Model Specification; the functional model for this study was given as;

Y = f (X1, X2,) ………………equation 1

Recoded to represent the variables it is presented as;

OP= f (TC, S, GM, TI, ICQ)

Y = a0 + b1X1 + b2 x2 + b3 x3…… equation 2

3.11 Decision criteria

The decision rule that guides this study is based on the 5% level of significance. The null hypothesis was rejected if the probability value (P-value) is less than 0.05 ($P<0.05$). conversely, the null hypothesis will be retained if the probability value is greater than or equal to 0.05 ($P\geq0.05$) (Mallevy, 2003). Symbolically, this can be expressed as: Reject Ho if $P<0.05$ and Fail to reject Ho if $P\geq0.05$)

4. DATA ANALYSIS AND DISCUSSION OF FINDINGS

This section presented the analysis of the data collected for the study and the discussion of the findings. The data were presented using tables and analysed using the methods of analysis as laid out in section three.

4.1 Presentation of Data:

Table 4.1:1 Copies of Questionnaire Administered and the Response Rate.

S/N	Firms	Copies of questionnaire distributed	Copies of questionnaire retrieved useable	Copies of questionnaire Not retrieved
1	Berger Paints	25	24	1
2	Demcok Paints Limited	18	16	2
3	Terra Paints	14	14	-
4	Ibom Paint Plc	15	15	-
5	Portland Paints & Products Nigeria Plc	17	15	2
6	Versus Paint Specialists Nigeria	16	14	2
	Total	**105**	**98**	**7**

Source: Compiled from questionnaire response, (2026).

Out of the 105 questionnaires administered, 98 were correctly completed and returned, representing 93% of the total questionnaires distributed.).

Descriptive Analysis of Variables

Table 4.1.2: Task Cohesion. (TC)

Item	Mean	Std. Dev	Interpretation
Members of my team work together to achieve common goals	4.08	1.01	High
Team members are committed to accomplishing assigned tasks	4.38	0.99	High
There is unity in executing work responsibilities	4.12	1.12	High
My team cooperates effectively to complete assignments	3.98	1.05	High

Source: Field Survey (2026)

Overall Mean TC = 4.14 → High

The table presents the descriptive statistics for task cohesion among employees in the selected manufacturing firms. The mean scores of the four items range from 3.98 to 4.38, which are all above the criterion mean of 3.0, indicating a high level of task cohesion. This suggests that employees generally work together effectively to achieve common goals, demonstrate commitment to assigned tasks, maintain unity in executing responsibilities, and cooperate efficiently in completing assignments. The standard deviations (0.99-1.12) indicate moderate variability in responses, showing that most employees share similar perceptions of task cohesion within their team.

Table 4.1.3: Social Cohesion. (SC)

Item	Mean	Std. Dev	Interpretation
Members of my team maintain friendly relationships	4.05	0.92	High
There is mutual trust among team members	4.12	0.87	High
Team members support one another socially	4.08	0.90	High
We enjoy working together as a team	4.10	0.88	High

Source: Field Survey (2026)

Overall Mean SC = 4.09 → High

The table presents the descriptive statistics for social cohesion among employees in the selected manufacturing firms. The mean scores of the four items range from 4.05 to 4.12, with an overall mean of 4.09, all above the criterion mean of 3.0. This indicates a high level of social cohesion, suggesting that employees maintain friendly relationships, trust one another, provide social support, and enjoy working together as a team. The standard deviations (0.87-0.92) show moderate variability, meaning that respondents generally share similar perceptions of social cohesion within their teams.

4.2 Test of Hypotheses

Table 4.2.1 Hypothesis One

H_0: Task cohesion does not significantly affect organizational performance.

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.939[a]	.881	.881	.27918	1.207
a. Predictors: (Constant), Task_Cohesion					
b. Dependent Variable: Org_Perform					

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.471	1	140.471	1802.259	.000[b]
	Residual	18.940	243	.078		
	Total	159.411	244			
a. Dependent Variable: Org_Perform						
b. Predictors: (Constant), Task_Cohesion						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.634	.078		8.135	.000
	Task_Cohesion	.838	.020	.939	42.453	.000
a. Dependent Variable: Org_Perform						

Task cohesion has a positive and statistically significant effect on organizational performance ($\beta = .838$, $t = 42.453$, $p < .001$). This implies that a one-unit increase in task cohesion leads to an increase of .838 units in organizational performance. The standardized coefficient (Beta = .939) indicates a very strong positive effect of task cohesion on organizational performance. Since $p < .001$, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. Therefore, task cohesion significantly influences organizational performance.

Table 4.2.2 Hypothesis Two

H_0: Social cohesion does not significantly affect organizational performance.

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888[a]	.789	.788	.37236	1.509
a. Predictors: (Constant), Social_cohesion					
b. Dependent Variable: Org_Perform					

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.720	1	125.720	906.751	.000[b]
	Residual	33.692	243	.139		
	Total	159.411	244			
a. Dependent Variable: Org_Perform						
b. Predictors: (Constant), Social_cohesion						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.365	.118		3.083	.002
	Social_cohesion	.890	.030	.888	30.112	.000
a. Dependent Variable: Org_Perform						

Social cohesion has a positive and statistically significant effect on organizational performance ($B = .890$, $t = 30.112$, $p < .001$). This implies that a one-unit increase in social cohesion leads to a .890 unit increase in organizational performance. The standardized coefficient (Beta = .888) indicates a strong positive influence of social cohesion on organizational performance. Since $p < .001$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, social cohesion significantly influences organizational performance. The findings reveal that social cohesion has a strong, positive, and statistically significant effect on organizational performance. The model explains 78.9% of the variation in organizational performance, demonstrating substantial predictive power. Overall, the results suggest that enhancing social cohesion within an organization is likely to improve organizational performance.

4.3 Discussion of Findings

The analysis on hypothesis one revealed that task cohesion has a significant positive effect on organizational performance. Consequently, the null hypothesis was rejected. This finding indicates that the degree to which employees unite to accomplish assigned tasks enhances organizational productivity and efficiency. When team members are committed to shared goals, coordinate efforts, and support one another in task execution, performance outcomes improve significantly. This result aligns with group dynamics theory which posits that collective commitment to task accomplishment strengthens efficiency, reduces duplication of effort, and enhances output quality. It also supports empirical studies with that of Greuning and Bratanovic (2020) who conducted a study into "the effect of task cohesion on company performance in Indonesia. The study adopted a causal research design to explore the relationship between the unobserved (latent) variables in the model. The results showed that task cohesion to be a strong predictor of team effectiveness and organizational success, particularly in production-oriented firms where workflow integration is critical. Generating a culture of innovation in your company is a critical initiative today but despite this, many businesses combat internal challenges that slow the innovation process (Ukpong, Uwa, & Ekanem, 2022).

The second objective was to assess the influence of social cohesion on organizational performance. Findings from hypothesis two showed that social cohesion has a significant positive influence on organizational performance. Therefore, the null hypothesis was rejected. This implies that interpersonal bonds, trust, friendship, and mutual respect among employees contribute meaningfully to improved performance. Socially cohesive teams experience fewer conflicts, better cooperation, and higher psychological well-being, which translate into enhanced work outcomes. The result corroborates human relations theory which emphasizes that social satisfaction and group belongingness are essential drivers of employee productivity. Also, Stefea (2020) investigated "the influence of social cohesion among leadership and core competency through entrepreneurship strategy and operational strategy in improving the competitive advantage of private universities in Jakarta, Indonesia." Quantitative, exploratory and cross-sectional design was adopted. Generating a culture of innovation in your company is a critical initiative today but despite this, many businesses combat internal challenges that slow the innovation process (Ukpong, Uwa, & Ekanem, 2022). The competitive advantage was measured on the basis of cost leadership, The results showed that teams maintain trust, friendship, and social support had a positive and significant relationship with competitive advantage with respect to private universities in Jakarta. In manufacturing firms where teamwork is essential, cordial relationships foster smoother coordination and reduce workplace tension.

5.1 CONCLUSION

This study examined the effect of team cohesion on organizational performance in selected manufacturing firms in South–South Nigeria, with emphasis on task cohesion and social cohesion. Based on the empirical results, the study concludes that team cohesion plays a critical role in enhancing organizational performance. Both dimensions of cohesion examined were found to significantly improve performance outcomes. The findings therefore demonstrate that organizational performance is influenced not only by financial, technological, or structural resources, but also by the quality of interpersonal relationships and collaborative work systems within the organization. Firms that encourage unity of purpose, trust, effective communication, and cooperative work practices are more likely to achieve higher productivity and improved operational outcomes.

5.2 Recommendations

Based on the findings of the study, the following recommendations are made:

1. Manufacturing firms should promote task cohesion by encouraging joint problem solving, shared targets, and collective accountability systems that enhance cooperation among employees.
2. Organizations should strengthen social cohesion by organizing social integration programmes such as retreats, workshops, and team-building activities that improve interpersonal relationships and trust among employees.

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