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GROUP DYNAMICS AND PERFORMANCE OF DEPOSIT MONEY BANKS IN SOUTH EAST NIGERIA

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Abstract

This study examined the relationship between group dynamics and performance of deposit money banks in South East Nigeria. The study formulated six objectives, research questions as well as hypotheses. The study adopt a survey design approach. The study generated data by the use of questionnaire which is distributed to the respondents. The hypotheses were tested with pearson correlation coefficiency. The findings showed that There is no significant relationship between group structure and market share of organization. Based on the findings the study conclude that that Nigerian organization could improve productivity by giving more consideration to the human element of the firm. The study recommends that organizational management should also appreciate the fact that the intense team spirit (espirit de corpse) that is characteristics of groups is a good motivator to increase workers performance.

Keywords: *Group dynamics, Performance, Group structure, Group role, Market Share Cost reduction*

Introduction

Background of the Study

Organizations are composed of various groups, including management, shareholders, employees, and partners, each performing distinct but related functions to achieve organizational objectives. According to Akpanabia (2015), a group can be defined as individuals coming together to accomplish a specific task or goal. Groups in organizations can be formal or informal, and their dynamics significantly impact organizational performance. Market share, service quality, and cost reduction are essential factors in achieving organizational objectives.

Market share is a critical indicator of a company's competitive position, and maintaining a favorable market share requires effective managerial skills (O'Regan, 2012; Pearce & Robinson, 2013). Service quality is the customer's perception of the extent to which an organization's services meet their expectations (Ladhari, 2009). Cost reduction is a planned approach to reducing expenditure, and it is essential for organizations to continually examine their costs to improve efficiency (McWatters et al., 2001). Group size and dynamics also play a crucial role in organizational performance, with smaller groups tend to be more effective and satisfied (Alugbuo, 2003).

The impact of group dynamics on organizational performance cannot be overstated. The way organizational members, including employees and management, work together towards achieving individual and organizational goals determines the organization's performance and productivity. This study aims to examine the impact of group dynamics on organizational performance in selected Nigerian organizations. By understanding the dynamics of groups within organizations, managers can develop strategies to improve collaboration, communication, and overall performance.

Statement of the Problem

In the Nigerian business environment, inter and intra-group conflicts are prevalent, affecting employee performance and organizational productivity. Among employees, conflicts of interest arise regarding promotions, leadership, job functions, and management connections. Similarly, management and labor relations are strained, leading to industrial disputes, strikes, and other actions.

The South-East region of Nigeria lacks empirical literature on group dynamics and organizational performance in deposit money banks, prompting this study. Previous studies, such as Oyefusi (2022), have used group structure and group role to measure group dynamics. This study aims to systematically measure group dynamics to fill these gaps.

This research focuses on the impact of group dynamics on organizational performance in Nigeria. By examining the relationships between group dynamics and organizational performance, this study seeks to provide insights into managing conflicts and improving productivity in Nigerian businesses. Understanding group dynamics can help organizations develop strategies to enhance collaboration, communication, and overall performance.

Objectives of the Study

The general objective of this study is to examine the relationship between group dynamic and organizational performance of deposit money banks in Southeast, Nigeria. The specific objectives include:

1. determine the relationship between group structure and market share of organization of deposit money banks in Southeast, Nigeria .
2. ascertain the relationship between group structure and cost reduction of organization of deposit money banks in Southeast, Nigeria.
3. investigate the relationship between group role and market share of organization of deposit money banks in Southeast, Nigeria.
4. ascertain the relationship between group role and cost reduction of organization of deposit money banks in Southeast, Nigeria.

Research Questions

In line with the above objective of the study, the following research questions were formulated to guide the study:

1. what is the relationship between group structure and market share of deposit money banks in Southeast, Nigeria?
2. to what extent is the relationship between group structure and cost reduction of deposit money banks in Southeast, Nigeria?
3. what is the relationship between group role and market share of deposit money banks in Southeast, Nigeria?
4. to what extent is the relationship between group role and cost reduction of deposit money banks in Southeast, Nigeria?

Research Hypotheses

In line with our research objectives and questions, the following hypotheses guided the study:

Ho_1: There is no significant relationship between group structure and market share of deposit money banks in Southeast, Nigeria.

Ho_2: There is no significant relationship between group structure and cost reduction of deposit money banks in Southeast, Nigeria.

Ho$_3$: There is no significant relationship between group role and market share of deposit money banks in Southeast, Nigeria.
Ho$_4$: There is no significant relationship between group role and cost reduction of deposit money banks in Southeast, Nigeria.

Scope of the Study

The study examines the relationship between group dynamics and organizational performance in First Bank Nigeria plc and Union Bank in selected states in Nigeria, specifically Imo, Abia, Ebonyi, Anambra, and Enugu. The study focuses on group structure and group role as independent variables, and market share, cost reduction, and service quality as dependent variables. The unit of analysis is the staff of the selected banks in their headquarters.

Review Of Related Literature

The review of related literature examined the concepts of group dynamics and organizational performance, including theoretical and empirical perspectives. The chapter also presented a conceptual framework that outlines the relationship between group structure and group role, which are indicators of the independent variable, and market share and cost reduction, which are indicators of the dependent variable.

Conceptual Framework

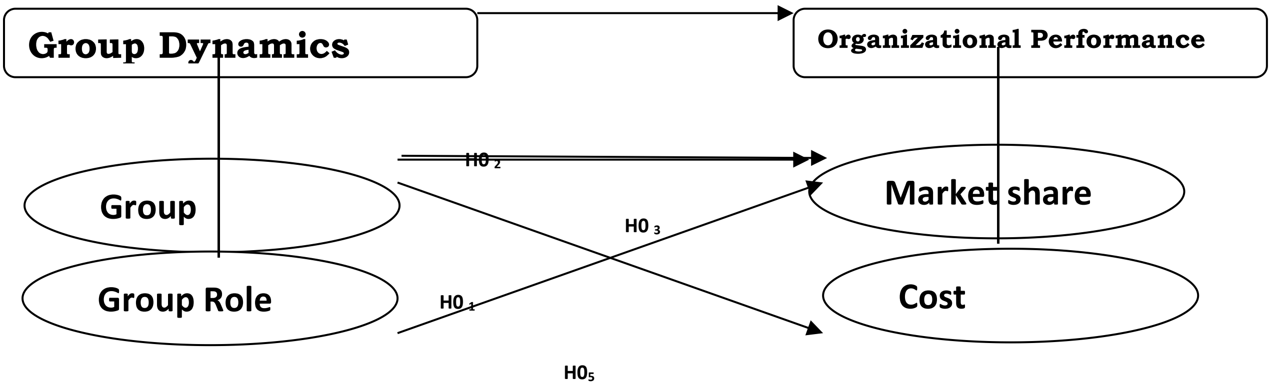


Fig 2.1
Source: *from the desk of the researcher (2024)*

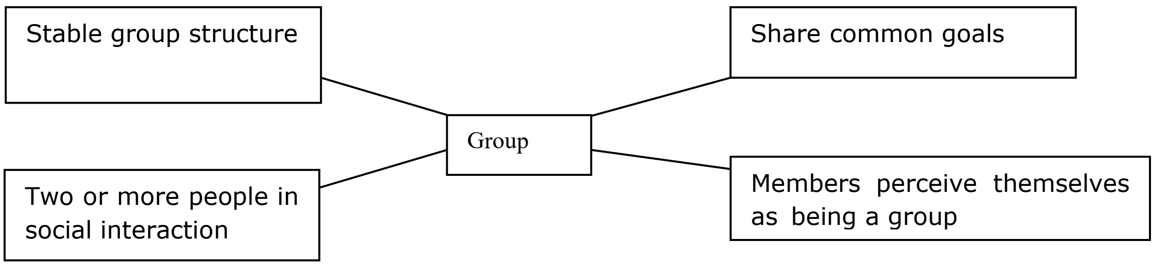
Conceptual Review

The Concept and Nature of Group and Group Dynamic

Various definitions of a group have been provided by different authors. According to Agulanna and Madu (2009), Robbins (1989) defines a group as two or more individuals who interact and are interdependent, coming together to achieve specific objectives. Cushway and Lodge (1993) define a work group or team as a collection of people with a common purpose who interact with each other, are psychologically aware of each other, and perceive themselves as a group. Baron (1986) views a group as consisting of two or more people in social interaction that have stable, structured relationships, share common goals, and perceive themselves as being a group.

The definitions of Cushway and Lodge and Baron are very similar. However, Baron graphically presented his definition thus:

Fig 2.2: What is a Group? Some of defining characteristics



Source: Baron (1986)

Groups play a crucial role in organizational behavior, influencing behavior and driving social change. They can either improve or hinder organizational performance. A group is defined as a collection of individuals gathered for a specific purpose, working together to achieve a common objective. This can be seen in the definitions provided by Akpanabia (2015) and Ugwu (2007), which emphasize the importance of groups in achieving organizational goals. Group dynamics refer to the attitudinal and behavioral characteristics of a group, encompassing how groups form, their structure and process, and how they function.

The study of group dynamics is essential in organizational behavior, as groups are a common organizational entity. Group dynamics are relevant in both formal and informal settings, and their development involves stages of formation, including conflicts and resolutions. Additionally, the size of the group is a critical factor to consider in understanding group dynamics and organizational performance.

Types of Groups

Groups can be formal or informal, with formal groups being officially sanctioned and organized to achieve organizational objectives. Informal groups, on the other hand, emerge in response to social needs and are not formally structured (Dembo: 2010).

According to Sayles (1957), groups can be sub-classified into command, task, interest, and friendship groups, with command and task groups being products of formal organizations and interest and friendship groups being informal alliances. Group development is influenced by various factors, including activities, interactions, and sentiments, as suggested by George Homans' theory. Social exchange theory and social identity theory also offer explanations for group formation, highlighting the importance of mutually beneficial exchanges and sense of identity and self-esteem.

The stages of group development, as outlined by Bruce Tuckman, imply that groups go through several stages, including conflicts and resolutions, before becoming productive and effective (Ekpendu (2008).

Stages of Group Development

Tuckman's theory, as cited by Akpanabia (2015), outlines five stages of group development: forming, storming, norming, performing, and adjourning. These stages are crucial in determining whether a group will succeed in accomplishing its tasks.

1. Forming: This initial stage is characterized by confusion and uncertainty, where group members get to know each other and establish expectations. Trust and openness are developed during this stage.

2. Storming: In this stage, the group experiences high levels of disagreement and conflict, with members challenging group goals and vying for leadership. Resolution of conflicts is crucial for the group to progress.

3. Norming: During this stage, individual differences are recognized, and shared expectations are developed. Group cohesion and identity begin to form, and cooperative efforts yield results.
4. Performing: At this stage, the group has matured, and members accept each other. Conflict is resolved through discussion, and decisions are made rationally, focusing on relevant goals.
5. Adjourning: This final stage involves the disbandment of the group, often due to task accomplishment or individual decisions to part ways. Members may experience feelings of closure and sadness.

Group Structure

Group structure is a pattern of relationships among members that hold the group together and help it achieve assigned goals. Structure can be described in a variety of ways. Among the more common considerations are group size, group roles, group norms, and group cohesiveness (George, 2010).

Group structure refers to the pattern of relationships among members that hold the group together and facilitate the achievement of assigned goals. According to George (2010), group structure can be described in terms of various elements, including group size, group roles, group norms, and group cohesiveness.

Group size, for instance, can impact the group's dynamics and effectiveness, with larger groups being more diverse but also experiencing communication breakdowns (Katz, 2013). Each member plays a specific role, such as leader, follower, or communicator, which contributes to the group's overall functioning (Benz, 2017),

Group norms are the unwritten rules that govern group behavior, influencing how members interact and make decisions (Feldman, 2017). Group cohesiveness, on the other hand, refers to the degree of unity and solidarity among group members, which can impact motivation and performance (Cartwright, 1968).

Other important aspects of group structure include communication patterns, power dynamics, and group culture. The flow of information within the group, including who communicates with whom and how, can significantly impact the group's effectiveness (Huczynski & Buchanan, 2013). Power dynamics, or the distribution of power and influence among group members, can also impact decision-making and goal achievement (French & Raven, 1959).

Finally, group culture, or the shared values, beliefs, and practices that define the group's identity and guide its behavior, plays a crucial role in shaping the group's structure and dynamics (Schein, 2010). Understanding these elements of group structure is essential for effective group management and achieving desired outcomes.

Group Roles

In formal groups, roles are typically predetermined and assigned to members, but emergent roles can develop naturally to meet the group's needs. Group roles can be classified into work roles, maintenance roles, and blocking roles, with work roles involving task-oriented activities, maintenance roles focusing on social-emotional activities, and blocking roles disrupting the group's progress (Hinkle, 2010; George, 2010). Role ambiguity and role conflict can occur when there is a discrepancy between assigned roles and received roles or when there is inconsistency between perceived roles and role behavior. Group norms, which are acceptable standards of behavior within a group, can influence individual behavior and performance, with norms determining levels of individual effort, reward allocation, and social responsibility (Agulanna and Madu, 2009; Chukwuma, 2014). Members who violate group norms may be punished, and norms can change over time if not adhered to by the majority of members (Ugwu, 2007).

Market Shares

Market share refers to the proportion of total market sales or revenue accounted for by a particular company or product. According to Kotler and Armstrong (2010), market share is a key indicator of a company's competitive position and is often used as a benchmark to evaluate performance. A company's market share can be influenced by various factors, including its marketing strategy, product quality, pricing, and distribution channels (Aaker, 2012). As noted by Porter (1985), a company's market share can also impact its profitability, as companies with larger market shares often benefit from economies of scale and greater bargaining power.

Market share can be calculated using various methods, including the percentage of total market sales or revenue, the number of customers or units sold, or the dollar value of sales (Best, 2013). Companies can also use market share analysis to identify opportunities for growth, assess the effectiveness of their marketing strategies, and make informed decisions about resource allocation (Kotler & Keller, 2016).

Cost Reduction

Cost reduction refers to the process of identifying and implementing ways to reduce a company's expenses and improve its profitability. According to Drucker (2012), cost reduction is an essential aspect of business management, as it enables companies to maintain their competitiveness, increase their market share, and improve their financial performance.

Companies can use several strategies to reduce their costs, including process improvement, which involves streamlining business processes and eliminating unnecessary steps to reduce costs and improve efficiency (Hammer, 2015). Supply chain optimization is another strategy, which involves improving supply chain management to minimize waste, reduce inventory levels, and negotiate better prices with suppliers (Christopher, 2016).

Outsourcing non-core functions is also a cost reduction strategy, as it enables companies to transfer the responsibility for these functions to external providers, thereby reducing costs (Greaver, 2013). Implementing new technologies can also help companies reduce their costs by automating processes, improving communication, and increasing efficiency (Brynjolfsson, 2014).

Renegotiating contracts with suppliers, customers, and partners can also help companies reduce their costs by securing better prices, terms, and conditions (Kotler, 2016). According to Porter (1985), cost reduction is a key component of a company's competitive strategy, as it enables companies to maintain their competitiveness and improve their profitability.

Theoretical Review

This study examined five frameworks that provide insights into employee relationships and behavior within organizational settings. The social exchange theory explains how employees form relationships based on the policies and guidelines within the organization, highlighting the reciprocal nature of interactions between employees and the organization (Blau, 1964). The self-categorization theory describes how individuals define themselves as members of a social group and defend their values and identity against external influences (Turner, 1985). The theory of planned behavior suggests that individuals behave in ways that are consistent with their perceived consequences of such behavior within the organization (Ajzen, 1991).

The social exchange theory clarifies the relationships that develop among employees over time due to the exchange of relations with regulations and standards that guide employee interaction (Heeter, 2015). However, linked to the social exchange theory is the displaced aggression theory, which posits that employees may not show aggression towards their managers but instead towards fellow workers (Mackey et al., 2018). Productivity is affected by the mental state of health of employees, which can impact behavior leading to displayed aggression towards colleagues (Tangen, 2005).

The self-categorization theory examines how individual employees categorize themselves and colleagues, influencing group behavior (Friedkin & Johnsen, 2011). In contrast, researchers argue that categorization occurs when a social target is presented, and individuation enables us to deviate from shared categorization to processing distinct attributes of each employee (Hugenberg & Sacco, 2008).

The theory of planned behavior postulates that comportment, standards, and control influence individual employee behavior in organizations (Burns et al., 2018). The intergroup conflict theory proposes that competition for scarce resources is a key cause of conflict between groups (Sherif, 1966). Social identity theory recognizes the impact of perceptions of oneself and others on attributes and group participation (Tajfel, 2012).

Empirical Review

Two studies examined the impact of team and group dynamics on organizational productivity and performance in Nigeria. Oyefusi (2022) investigated the factors influencing group behavior and work team performance, revealing that organizational culture and values, leadership style, cognitive skills, staff benefits, motivation, and adaptive problem-solving skills are crucial determinants of work team performance.

Similarly, Godbles and Amaluwa (2022) explored the relationship between managing group dynamics and university staff effectiveness in Nigeria. Their findings indicated that group dynamic dimensions such as team leadership, interpersonal facilitation, and group efficacy have a strong positive relationship with staff effectiveness, measured by productivity, adaptability, and flexibility.

These studies highlight the significance of team and group dynamics in enhancing organizational productivity and performance in Nigeria. Effective management of group dynamics, leadership styles, and organizational culture can contribute to improved staff effectiveness, productivity, and overall organizational success.

Gap in Literature

This study contributes to the existing literature on group dynamics and organizational performance by exploring previously understudied variables, including group structures, group roles, and group norms. Additionally, the study examines the impact of group dynamics on key organizational outcomes, such as market share, cost reduction, and service quality. By focusing on deposit money banks, this study fills a gap in the existing research and provides new insights into the relationship between group dynamics and organizational performance in the banking sector.

Methodology

This section outlines the methodology used in this study, covering various aspects such as research design, area of study, population, sample and sampling techniques, data collection instruments, validation and reliability of the instrument, data collection methods, and data analysis methods.

Research Design

This study employed a descriptive survey design, which is suitable for collecting and describing data on group dynamics and organizational performance. The design is appropriate for this study as it allows for the systematic collection and description of data through a questionnaire. Additionally, the descriptive survey design is ideal since the population under study is known and can be accurately defined.

Population of the study

The population for this study comprises the management and staff of First Bank Plc and Union Bank Nigeria Plc in south east Nigeria. The estimated population size is 600, with 325 staff from First Bank Plc and 275 staff from Union Bank Plc.

Sample Size Determination

The sample size is defined as the optimal number of sampling units or elements that should be sampled or interviewed to provide useful information for the study (Alugbuo, 2005). In this research, the Yaro Yamene method was used to determine the sample size.

The formula is given as;

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = Sample

N = Population of study

$(e)^2$ = Square of the level of significance

Given that the researcher has chosen 5% or 0.05 as a level of significance the sample size can be calculated thus:

n= ?

N= 600

e= 0.05

$$n = \frac{600}{1 + 600(0.05)^2}$$

$$n = \frac{600}{1 + 600(0.0025)}$$

$$n = \frac{600}{1 + 1.5}$$

$$n = \frac{600}{2.5}$$

= 240

The sample size is therefore 240

Bowley's formula was employed to determine the proportion of each sample.

$$n_h = \frac{nN_h}{N}$$

where

N_h = number allotted to each stratum

n = Sample size

n_h = population of each stratum

N = Population

First Banks Plc : $n_1 = \frac{nN_1}{N}$ $n_1 = \frac{240 \times 300}{600} \approx 120$

Union Banks Plc $n_2 = \frac{nN_2}{N}$ $n_2 = \frac{240 \times 300}{600} \approx 120$

Hence, the sample sizes to be administered questionnaire are First banks Plc 120 respondents and Union Banks Plc 120 respondents respectively.

Table 3.1

	Sample Size proportion		**Total**
S/NO	**First Banks Plc**	**Union Banks Plc**	
Total	**120**	**120**	**240**

3.4 Instrument for Data Collection

The study utilized a structured questionnaire titled "Group Dynamics and Organizational Performance" as the instrument for data collection. The questionnaire consisted of two sections: Section A, which gathered demographic data, and Section B, which focused on the study's objectives. The questionnaire employed a Likert scale format, with response options ranging from Strongly Agree (SA) to Strongly Disagree (SD), including Agree (A), Undecided (U), and Disagree (D).

Validation and Reliability of the instrument

To establish the validity of the research instrument, the researcher submitted the questionnaire, research topic, research questions, and hypotheses to the supervisor and two research experts in the Department of Business Management. The supervisor's corrections were incorporated to ensure face and content validity. Additionally, a pilot study was conducted by pre-testing the instrument on a select group of respondents from the study organization, and corrections were made to the instrument accordingly.

A pilot study was conducted in the two firms to test the reliability of the research instrument. The test-retest method was employed, where the same instrument was administered twice with a two-week interval. The Spearman's product moment correlation coefficient (r) was computed using SPSS version 20.0, and the results showed that the value of r was above 0.5, indicating that the instrument was reliable.

Method of Data Analysis

The researcher commits data analysis to descriptive statistics of percentages and correlation analysis. Percentages were used to analyze the questionnaire while Pearson correlation was used to test hypotheses. The correlation formula used is as follows:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - \sum(x)^2]\ [n\sum y^2 - \sum(y)]^2}}$$

The hypotheses were tested using product moment coefficient correlation is represented by the equation=n

Statistically represented:

$$r = \frac{N\sum xy - (\sum xy)(\sum y)}{[(\sum X^2) - (\sum x)^2]\ [(N\sum y^2 - (\sum y)^2]}$$

Where r = product moment correlation coefficient
N= number of pairs of scores
$\sum X$ = sum of the products of paired scores.
$\sum X$ = sum of X scores
$\sum y$ = sum of Y scores
$\sum X^2$= sum of squared X scores

Decision rule using product moment coefficient correlation Tested calculated hypothetical statement that gives value between 0.4 to 0.6 is regarded as having a positive relationship and value between 0.6 to 1.0 is accepted as having strong positive correlation. More calculated values falls between -1.0 to -0.6 imply strongly negative correlation and a value that falls between -0.6 to 0.4 implies negative correlation. Accept null hypothesis if r cal 0.5 hence accept alternative hypothesis. Also, accept alternative hypothesis if r cal 0.5 hence reject null hypothesis.

DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter presented the demographic tables, and the hypotheses were analysed with the use of correlation statistics.

Questionnaire Analysis

Table 4.1: Employee have good open communication with the management.

Options	No of Responses	% of Responses
Strongly Agree	86	35
Agree	70	29.3
Disagree	65	27
Strongly Disagree	12	5
Undecided	7	2.9
Total	240	100

Source: Field Survey (2024)

According to Table 4.1 the majority of respondents (35%) strongly agreed that employees have good open communication with management, while 29.3% agreed. On the other hand, 27% disagreed, 5% strongly disagreed, and 2.9% were undecided.

Table 4.2: Employee have good communication skill with their supervisor

Options	No of Responses	% of Responses
Strongly Agree	78	32.5
Agree	58	24.2
Disagree	56	23.3
Strongly Disagree	20	0.3
Undecided	28	11.7
Total	240	100

Source: Field Survey (2024)

Table 4.2 reveals that 32.5% of respondents strongly agreed that employees have good communication skills with their supervisors, while 24.2% agreed. In contrast, 23.3% disagreed, a negligible 0.3% strongly disagreed, and 11.7% remained undecided.

Table 4.3: Employee have a job & description given to you from above.

Options	No of Responses	% of Responses
Strongly Agree	88	36.7
Agree	72	30

Disagree	67	27.9
Strongly Disagree	9	3.8
Undecided	4	1.7
Total	**240**	**100**

Source: Field Survey (2024)

Table 4.3 reveals that a significant proportion of respondents (36.7%) strongly agreed that employees are given a job description from above, while 30% agreed. In contrast, 27.9% disagreed, 3.8% strongly disagreed, and 1.7% were undecided.

Table 4.4: Employee have the capacity to adapt in new situation as a result of training

Options	No of Responses	% of Responses
Strongly Agree	80	33.3
Agree	60	25
Disagree	58	24.2
Strongly Disagree	17	7.1
Undecided	25	10.4
Total	240	100

Source: Field Survey (2024)

Table 4.4 indicates that one-third (33.3%) of respondents strongly agreed that training enables employees to adapt to new situations, with an additional 25% agreeing. However, 24.2% disagreed, 7.1% strongly disagreed, and 10.4% remained undecided.

Table 4.5: You have initiative and entrepreneural skills as a result of training skills acquired.

Options	No of Responses	% of Responses
Strongly Agree	84	35
Agree	68	28.3
Disagree	63	26.3
Strongly Disagree	15	6.3
Undecided	10	4.2
Total	240	100

Source: Field Survey (2024)

Table 4.5 reveals that more than a third (35%) of respondents strongly agreed that training has equipped employees with initiative and entrepreneurial skills, with an additional 28.3% agreeing. However, 26.3% disagreed, 6.3% strongly disagreed, and 4.2% remained undecided.

Table 4.6: Your current workload is reasonable in the organization.

Options	No of Responses	% of Responses
Strongly Agree	76	31.7
Agree	56	23.3
Disagree	54	22.5
Strongly Disagree	23	9.9
Undecided	31	12.9
Total	240	100

Source: Field Survey (2024)

Table 4.6 indicates that nearly a third (31.7%) of respondents strongly agreed that their current workload is reasonable, with an additional 23.3% agreeing. However, 22.5% disagreed, 9.9% strongly disagreed, and 12.9% remained undecided.

Table 4.7: Employees are carried along in decision making in the orgainzation

Options	No of Responses	% of Responses
Strongly Agree	86	35

Agree	70	29.3
Disagree	65	27
Strongly Disagree	12	5
Undecided	7	2.9
Total	240	100

Source: Field Survey (2024)

Table 4.7 reveals that a significant proportion of respondents (35%) strongly agreed that employees are carried along in decision-making processes within the organization. Additionally, 29.3% agreed, while 27% disagreed, 5% strongly disagreed, and 2.9% were undecided.

Table 4.8: You Feel Accepted and Respected Within Your Team.

Options	No of Responses	% of Responses
Strongly Agree	78	32.5
Agree	58	24.2
Disagree	56	23.3
Strongly Disagree	20	0.3
Undecided	28	11.7
Total	240	100

Source: Field Survey (2024)

Table 4.8 shows that 32.5% of the respondents strongly agreed that they feel accepted and respected within their team, while 24.2% agreed. In contrast, 23.3% disagreed, a negligible 0.3% strongly disagreed, and 11.7% were undecided.

4.2 Testing of Hypotheses

The hypotheses tested in this work are:

H_{O1}: There is no relationship between group structure and market share.

To test this hypothesis, tables 4.1 and 4.2

The data for the table were generated from questionnaire items

X	**Y**	**XY**	**X^2**	**Y^2**
86	78	6708	7396	6084
70	58	4060	4900	3364
65	56	3640	4225	3136
12	20	240	144	400
7	28	196	49	784
240	**240**	**14844**	**16714**	**13768**

$\sum X=\sum y=240$; $\sum xy = 14,844$; $\sum x^2 = 167,146$; $\sum y^2 = 13,768$, $n=5$

$$r = \frac{n\sum xy - \sum x\sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)\,(n\sum y^2 - (\sum y)^2}}$$

$$r = \frac{5(14844) - (240)(240)}{\sqrt{5(16714) - (240)^2)\,(5(13768) - (240)^2}}$$

$$r = \frac{74220 - 57600}{\sqrt{(83570 - 57600)(68840-57600)}}$$

$$r = \frac{16620}{\sqrt{(25970)(11240)}}$$

$$r = \frac{16620}{\sqrt{291902800}}$$

$$r = \frac{16620}{17085.2}$$

$r = 0.97$

Since the calculated value of r, 0.97 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a relationship between training and market share.

H_{o2}: There is no significant relationship between group structure and cost reduction of organization.

To test this hypothesis, tables 4.3 and 4.4

The data for the table were generated from questionnaire items

X	Y	XY	X²	Y²
88	80	7040	7744	6400
72	60	4320	5184	3600
67	58	3886	4489	3364
9	17	153	81	289
4	25	100	16	625
240	**240**	**15499**	**17514**	**14278**

$\sum X=\sum y=240$; $\sum xy = 15,499$; $\sum x^2= 17,514$; $\sum y^2 = 14,278$, n=5

$$r = \frac{n\sum xy - \sum x\sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2}}$$

$$r = \frac{5(15499) - (240)(240)}{\sqrt{5(17514) - (240)^2)(5(14278) - (240)^2}}$$

$$r = \frac{77495 - 57600}{\sqrt{(87570 - 57600)(71390-57600)}}$$

$$r = \frac{19895}{\sqrt{(29970)(13790)}}$$

$$r = \frac{19895}{\sqrt{413286300}}$$

$$r = \frac{19895}{20,329.4}$$

r = 0.979

Since the calculated value of r, 0.979 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is no significant relationship between group structure and cost reduction of organization.

H_{03}: There is no significant relationship between group structure and market share of organization.

To test this hypothesis, tables 4.5 and 4.6

The data for the table were generated from questionnaire items

X	Y	XY	X²	Y²
84	76	6384	7056	5776
68	56	3808	4624	3136
63	54	3402	3969	2916
15	23	245	225	529
10	31	310	100	961
240	**240**	**14249**	**15974**	**13318**

$\sum X=\sum y=240$; $\sum xy = 14249$; $\sum x^2= 15974$; $\sum y^2 = 13318$, n=5

$$r = \frac{n\sum xy - \sum x\sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2}}$$

$$r = \frac{5(14249) - (240)(240)}{\sqrt{5(15974) - (240)^2)(5(13318) - (240)^2}}$$

$$r = \frac{71245 - 57600}{\sqrt{}}$$

$$r = \frac{13645}{\sqrt{(79870 - 57600)(66590-57600)}}$$

$$r = \frac{13645}{\sqrt{(22270)(8990)}}$$

$$r = \frac{13645}{\sqrt{200207300}}$$

$$r = \frac{13645}{14149.5}$$

r = 0.964

Since the calculated value of r, 0.964 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is no significant relationship between group structure and market share of organization.

H_{o4}: There is no significant relationship between group role and cost reduction of organization.

To test this hypothesis, tables 4.7 and 4.8

The data for the table were generated from questionnaire items

X	Y	XY	X²	Y²
86	78	6708	7396	6084
70	58	4060	4900	3364
65	56	3640	4225	3136
12	20	240	144	400
7	28	196	49	784
240	**240**	**14844**	**16714**	**13768**

$\sum X=\sum y=240$; $\sum xy = 14,844$; $\sum x^2 = 167,146$; $\sum y^2 = 13,768$, n=5

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2}}$$

$$r = \frac{5(14844) - (240)(240)}{\sqrt{5(16714) - (240)^2)(5(13768) - (240)^2}}$$

$$r = \frac{74220 - 57600}{\sqrt{(83570 - 57600)(68840-57600)}}$$

$$r = \frac{16620}{\sqrt{(25970)(11240)}}$$

$$r = \frac{16620}{\sqrt{291902800}}$$

$$r = \frac{16620}{17085.2}$$

r = 0.973

Since the calculated value of r, 0.973 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is no significant relationship between group role and cost reduction of organization.

Discussion of Findings

A number of findings were made in the study and they were discussed as follows:

I. In case of hypothesis one, since the calculated value of r, 0.97 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between group structure and market share of organization. In a study by Sanyal & Hisam (2018), a strong and significant connection was found between teamwork, leadership, structure, and employee performance, which supports the findings of this study.

II. In case of hypothesis two, since the calculated value of r, 0.979 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between group structure and cost reduction of the organization. However, the statement about the study by Faizen and Dessler (2012) appears to be incorrect, as the finding suggests a significant relationship, not no significant relationship.

III. In hypothesis four, the results suggest that Group role does not significantly relate to market share of the organization. However, this finding appears to contradict the results of a study by Gunu and Halidu (2015), which found that Group role actually improved market share, along with other business outcomes such as profitability, employee commitment, and competitive abilities.

IV. In hypothesis four, the results indicate that there is no significant relationship between group role and cost reduction of the organization. This finding is consistent with the study by Lawal (2011), which also did not find a significant link between group role and cost reduction.

Summary of Findings, Conclusion and Recommendations

5.1 Summary of Findings

The study summarized the finidngs obtained from the analysis as follows;

1. There is a significant relationship between group structure and market share of organization.

2. There is a significant relationship between group structure and cost reduction of organization.

3. There is no significant relationship between group role and market share of reduction of organization.

4. There is a significant relationship between group role and cost reduction of organization.

Conclusion

The study concludes that Nigerian organizations can boost productivity by prioritizing the human element, specifically through effective group dynamics, which can lead to high employee performance. Managers can enhance organizational efficiency by encouraging group consultations, utilizing worker suggestions, and motivating employees for greater performance.

Recommendations

Based on our findings and conclusion of this study, the following recommendation were made:

1. Organizations should prioritize effective group structure: Given the significant relationship between group structure and market share, as well as cost reduction, organizations should focus on establishing and maintaining well-structured groups to improve overall performance.

2. Management should focus on group dynamics for market share improvement: Since group structure has a significant impact on market share, management should invest time and resources in understanding and improving group dynamics to enhance market share.

3. Group roles should be redefined for cost reduction: Although there is no significant relationship between group role and market share, there is a significant relationship between group role and cost reduction. Therefore, organizations should redefine and clarify group roles to achieve cost reduction.

4. Training and development programs should focus on group effectiveness: To improve overall organizational performance, training and development programs should focus on enhancing group effectiveness, including structure, dynamics, and roles.

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