

A Developmental Management Approach to Team Building as a Strategy for the Sustainability of Workplaces

Nnenna E. Ukandu, University of Calabar, Department of Business Management, Faculty of Administrative and Management Sciences, P.M.B 1115, Calabar, Cross River State, Calabar, Nigeria.

Francis E. Monyei, Department of Industrial Psychology and People Management, School of Management, College of Business Economics, University of Johannesburg, Corner Kingsway & University Road, Auckland Park, South Africa.

Wilfred I. Ukpere, Department of Industrial Psychology and People Management, School of Management, College of Business Economics, University of Johannesburg, Corner Kingsway & University Road, Auckland Park, South Africa.

Abstract: It is often known that improving the productivity of organisations and their workforce, or guaranteeing long-term sustainability depend heavily on the formation of effective teams. The impact of team-building strategies on the sustainability of workplaces was examined in this study. Regression analysis was used to examine data collected from employees using structured questionnaires in a descriptive survey design. The results indicated that team-building strategies such as promoting trust, cohesion, communication, and collaboration exert a significant positive influence on the sustainability of workplaces. Activities focused on team engagement were shown to boost employee motivation, morale, and commitment, thereby supporting operational efficiency, social cohesion, and organisational resilience over time. Consequently, the study concludes that team building represents a crucial strategy for maintaining sustainable organisational performance and recommends that management implement structured team-building programmes as it reinforces collaboration, trust, and overall sustainability.

Keywords: Development Management, Healthcare Centres, Social Exchange, Sustainability, Team Building,

Introduction

The concept of team building traces its origins to early organisational and behavioural studies that highlighted the significance of group interaction in attaining organisational objectives. Notably, the human relations movement, particularly the Hawthorne Studies of the 1920s and 1930s, demonstrated that social relationships, group cohesion, and employee involvement substantially affected productivity and organisational effectiveness (Mayo, 1933). These insights shifted managerial attention from purely mechanistic approaches to more human-centred practices. Subsequently, Lewin's (1947) group dynamics theory provided a conceptual framework for understanding how group behaviour, leadership, and interpersonal relationships influence organisational outcomes. From the 1950s onward, team building emerged as a formal intervention aimed at improving communication, trust, and collaboration among employees (Tuckman, 1965), eventually becoming institutionalised as a strategic tool for enhancing performance and long-term organisational effectiveness. Late in the 20th century, organisational sustainability became more popular, especially after the Brundtland Report, which stressed the need to reconcile social, economic, and environmental goals (World Commission on Environment and Development [WCED], 1987). Scholars later incorporated team-based work structures into sustainability discourse, recognising that effective teamwork strengthens organisational resilience, adaptability, and long-term survival (Aguinis et al., 2020). Globally, team building is widely recognised as a critical driver of organisational sustainability. Contemporary organisations operate in highly dynamic and competitive environments that demand collaborative problem-solving, innovation, and adaptability, all of which are enhanced through team-building practices (Salas et al., 2015). Research indicates that organisations investing in team cohesion, shared goals, and collective accountability are more likely to achieve sustainable performance outcomes (Podsakoff et al., 2016). From a social sustainability

perspective, teamwork fosters trust, inclusivity, and employee well-being, which are crucial for long-term organisational stability (Elkington, 1997). The United Nations Sustainable Development Goals (SDGs) and other international sustainability frameworks emphasise the need for human capital development, teamwork, and decent work—all of which are made possible by efficient team structures (United Nations, 2015). Empirical studies confirm that team-based organisations are more resilient to external shocks and better equipped to implement sustainability strategies due to enhanced knowledge sharing and collective learning (Dyllick & Muff, 2016). At the international level, empirical evidence consistently supports a positive relationship between team building and organisational sustainability across sectors and regions. Research in Europe, Asia, and North America indicates that teamwork improves organisational agility, innovation, and long-term competitiveness (Mathieu et al., 2019). In multinational contexts, team-building practices are particularly critical for managing cultural diversity, enhancing communication, and aligning employees with sustainability objectives (Stahl et al., 2010). Studies in manufacturing and service industries show that team-based systems improve operational efficiency, reduce waste, and boost employee engagement (Lawler et al., 2017), while knowledge-sharing teams play a key role in advancing environmental sustainability and continuous improvement (Nonaka & Takeuchi, 1995). Overall, international literature affirms that integrating team-building initiatives into strategic management contributes to sustainable economic growth, social responsibility, and environmental stewardship (Montabon et al., 2016). In Nigeria, team building has received growing attention as organisations seek sustainable strategies to enhance performance and competitiveness. Research indicates that effective teamwork improves organisational productivity, employee commitment, and operational efficiency, which are essential for sustainability (Obiekwe & Ogu, 2019). Amid challenges such as resource constraints, economic volatility, and infrastructural deficits, team collaboration serves as a vital mechanism for resilience and long-term survival. Empirical evidence shows that Nigerian organisations implementing team-building practices—including team training, trust development, and participatory decision-making—experience positive outcomes in environmental responsibility and social performance (Okafor et al., 2023). Similarly, studies in both public and private sectors highlight that teamwork enhances service delivery and organisational effectiveness, supporting broader sustainable development objectives (Amah & Ahiauzu, 2013). Consequently, team building in the Nigerian context is not merely a managerial tool but a strategic necessity for achieving sustainability in challenging business environments. The two main factors under investigation in this study are organisational sustainability as the dependent variable and team building as the independent variable. The association between these factors is based on management and organisational theories, which suggest that long-term results are improved by efficient staff collaboration. Cohesion, communication, cooperation, trust, and team training and development are just a few of the many aspects that make up team building. According to Salas et al. (2015), team cohesiveness is the degree of unity, dedication, and drive among members to accomplish common objectives. It fosters a sense of belonging and shared responsibility that improves performance and cooperation. Communication and collaboration involve the exchange of information, ideas, and feedback, enabling coordinated action and effective problem-solving, which are essential for organisational success (Mathieu et al., 2019). Trust among team members is equally crucial, as it promotes psychological safety, reduces conflict, and encourages knowledge sharing and innovation. High levels of trust facilitate collaboration, initiative-taking, and meaningful contributions to organisational objectives (Edmondson, 2018). Team training and development enhance skills, competencies, and adaptability, equipping employees to respond effectively to organisational challenges and environmental changes. Continuous development strengthens team performance and supports sustainable organisational practices (Aguinis et al., 2020). The ability of an organisation to sustain long-term performance while striking a balance between its economic, social, and environmental obligations is known as organisational sustainability. Economic sustainability focuses on financial performance, operational efficiency, and long-term profitability (Dyllick & Muff, 2016). Social sustainability addresses employee well-being, job satisfaction, commitment, and positive workplace relationships, which are critical for retention and stability (Elkington, 1997). Environmental sustainability relates to responsible resource use, waste reduction, and ecologically conscious operations that maintain long-term balance. Literature consistently supports the link between team building and organisational sustainability. Effective team building promotes collaboration, innovation, and adaptability, directly contributing to sustainable performance (Salas et al., 2015). Teams characterised by strong cohesion, trust, and communication are more capable of implementing sustainability initiatives and responding proactively to internal and external pressures. Well-trained teams also enhance organisational resilience through continuous

process improvement and alignment of employee behaviour with sustainability goals (Mathieu et al., 2019). Ideally, organisations function with well-structured teams characterised by cohesion, open communication, mutual trust, and shared commitment. In such environments, team-building practices are systematically embedded within organisational strategy to enhance collaboration, innovation, and adaptability. Effective teams facilitate economic sustainability, employee well-being, and responsible resource use. However, in practice, many organisations treat team building as sporadic or symbolic rather than strategic, resulting in poor communication, low trust, weak collaboration, and limited employee involvement. Insufficient training and lack of leadership support further weaken team effectiveness, particularly in developing economies such as Nigeria, where resource constraints, hierarchical structures, and limited investment in human capital exacerbate the problem. The absence of effective team-building practices has notable consequences for sustainability. Poor teamwork reduces morale, commitment, and productivity, while weak collaboration and limited knowledge sharing impede innovation and adaptability, threatening long-term performance and survival. Ineffective teams also undermine social sustainability by contributing to employee dissatisfaction, high turnover, and workplace stress. From an environmental perspective, organisations with weak team structures struggle to implement sustainability initiatives, manage change, and achieve long-term objectives. Ultimately, failure to prioritise team building compromises organisational resilience and diminishes the capacity to achieve sustainable economic, social, and environmental outcomes.

Study Objective

The primary objective of this study is to examine the impact of team building on organisational sustainability.

Understanding the Related Literature

Social Exchange Theory (SET)

Social relationships are conceptualised by Social Exchange Theory (SET) as interactions based on reciprocal exchanges of obligations and benefits. Homans (1958) first proposed SET, which Blau (1964) further improved. It asserts that people enter into partnerships when the perceived benefits of the relationship outweigh the costs. Repeated positive exchanges over time foster trust, commitment, and cooperation. In organisational contexts, SET suggests that employees assess their interactions with colleagues and management based on fairness, support, and mutual respect. When organisations implement team-building practices—such as promoting communication, fostering trust, and providing team training—employees perceive these actions as beneficial exchanges, motivating them to reciprocate through collaboration, commitment, and improved performance (Cropanzano & Mitchell, 2005). SET is especially pertinent to team building since it describes how cohesiveness and trust grow in groups. In order to improve employee well-being, organisational performance, and flexibility, team members must cooperate and support one another consistently. This strengthens social exchange ties and fosters information sharing and teamwork (Blau, 1964). Overall, SET provides a theoretical framework for understanding how team-building initiatives contribute to organisational sustainability through reciprocal relationships and long-term collaborative behaviours.

Developmental Management

Developmental management is a strategic management strategy that places a high priority on long-term value generation, employee development, participative leadership, and ongoing learning. Instead of concentrating solely on immediate financial results, developmental management stresses the development of organisational capacity through collaborative structures, systems, and people (Monyei, 2025). This strategy offers a vital link between sustainability and team building in modern organisations dealing with environmental uncertainties, social accountability demands, and quickly changing technology. The implementation and maintenance of sustainability strategies are primarily accomplished through team development, which is not a supplementary activity under developmental management. Organisational learning is the theoretical cornerstone of developmental management. According to Senge (2006), learning organisations are systems where teams and individuals continuously develop their capacities to achieve desired outcomes. Crucially, learning takes place in teams rather than in isolation in organisations. Thus, open communication, collaborative reflection,

and organised team building are given top priority in developmental management. These techniques improve group problem-solving abilities, trust, and communication. It is cohesive and well-developed teams that convert sustainability objectives, including lowering environmental impact or enhancing social responsibility, into day-to-day operating procedures. A further example of the importance of team building in developmental management is psychological safety. Teams that are transparent and trustworthy are more creative and resilient, as Edmondson (2018) showed. Experimentation, behavioural modification, and cross-functional cooperation are frequently needed for sustainability projects. In the absence of strong team cohesion, employees could be reluctant to take initiative or resist change. Developmental management tackles this issue by establishing settings in which team members are comfortable bringing forth eco-friendly ideas, challenging ineffective procedures, and working together across divisions. Team building, then, increases the organisation's ability to effectively achieve sustainability. Action that is integrated across the social, economic, and environmental spheres is required under the Sustainable Development Goals (SDGs) of the United Nations (2015). Coordinated teamwork, not isolated executive actions, is necessary for organisations to achieve alignment with these goals.

Team Building Strategy

Monyei (2025) posit that team building is a fundamental strategy and an aspect of behavioural and developmental management, which encompasses activities and processes that improve pro-social relations and define roles within work teams. Central to team building is collaboration, which emphasises shared responsibility and collective effort among team members. In practice, collaboration involves open communication, active listening, and joint decision-making to address team concerns effectively (Ufomba et al., 2025a). The importance of team building spans diverse sectors, including business, education, and sports, where it fosters cohesive environments that enhance productivity, morale, and job satisfaction (Katzenbach & Smith, 2023). Teams usually move through four stages, based on Tuckman's (2015) group development model: forming, storming, norming, and performing. Every phase offers different obstacles and chances to foster teamwork. While storming entails disputes resulting from opposing viewpoints and positioning statements, the shaping stage introduces team members and defines duties. During the norming stage, cohesion and norms are established, and in the performing stage, the team achieves optimal functionality. Effective team-building strategies can be grouped into four key areas: communication, trust, roles and responsibilities, and conflict resolution. Open and transparent communication fosters supportive environments where team members can share ideas, provide feedback, and engage constructively (Hackman, 2022). Leaders who demonstrate visionary thinking and ethical integrity are better positioned to cultivate trust, secure strategic investments, and navigate organisational change successfully (Ufomba et al., 2025b). Trust allows team members to rely on one another, promotes psychological safety, and encourages knowledge sharing and innovation (Mayer et al., 2015). Clearly defined roles reduce confusion and ensure alignment with team objectives (Belbin, 2020), while conflict resolution strategies enable teams to manage disagreements constructively, preventing negative effects on performance and relationships (De Dreu & Weingart, 2023). Team-building activities may include structured interventions, such as workshops and retreats, or informal gatherings. The selection of activities should reflect team-specific needs; for example, communication-focused activities benefit teams with dialogue issues, while trust-oriented exercises, such as collaborative challenges, support teams experiencing low trust (Guzzo & Salas, 2019). Research indicates that the effectiveness of team building varies with context and execution. A meta-analysis by Klein et al. (2019) found that interventions tailored to team needs significantly improve performance, whereas poorly designed initiatives can lead to disengagement (Salas et al., 2015). Well-functioning teams are more likely to achieve goals, adapt to changes, and foster innovation. Team building enhances interpersonal relationships, increasing job satisfaction and reducing turnover (Cohen & Bailey, 2017). Additionally, it contributes to organisational culture by promoting collaboration and a sense of belonging, aligning individual goals with organisational objectives and motivating employees (Schein, 2020).

Sustainability of Workplaces

The sustainability of workplaces has become increasingly important as concerns about environmental degradation and social inequality rise. It speaks to an organisation's ability to satisfy present demands without endangering the ability of present and future generations to satisfy their own (Kolk, 2016).

According to Spence et al. (2020), sustainable organisations maintain goals while attaining continuous improvement and positive cash flow through stakeholder engagement (Orobio et al., 2020; Zapata-Guerrero et al., 2020). Sustainability in organisations encompasses responsible management practices, resource efficiency, and stakeholder engagement, considering the long-term impact of business decisions on both the organisation and the wider community (Castellani et al., 2024). Environmental sustainability focuses on resource use, production processes, and waste management. Implementing energy-saving measures, reducing waste, and recycling can lower environmental impact while reducing costs (Seo et al., 2023; Giannarakis et al., 2023). Social sustainability relates to positive organisational effects on local communities through fair employment practices, diversity and inclusion, and community engagement (Perez-Brukman et al., 2019). Organisations prioritising these aspects enhance social well-being and bolster stakeholder trust. Economic sustainability entails long-term financial performance, where firms with strong environmental and social practices often outperform peers (Rawhouser et al., 2019). The regulatory environment also influences organisational sustainability, as government policies can incentivise or penalise organisations based on their environmental and social practices, shaping decision-making and resource allocation (Ribeiro & Silva, 2022). By proactively adhering to regulations, organisations can mitigate legal and reputational risks while addressing sustainability challenges. In conclusion, organisational sustainability is a critical measure of performance, driving long-term success and value creation for stakeholders. Integrating sustainability into business practices enhances reputation, attracts talent, and facilitates growth in an increasingly complex and interconnected world.

Empirical Insights

Ahmad and Malik (2021) examined the impact of teamwork and organisational culture on employee creativity within Malaysian manufacturing firms. Using a cross-sectional survey approach, 300 employees were randomly selected from five large organisations for the study. Structural equation modelling (SEM) was used to examine the data after it was gathered using structured questionnaires. Results indicated that both teamwork and a supportive organisational culture significantly enhanced employee creativity, with teamwork exhibiting a stronger direct effect than culture. While this research underscores the role of teamwork in fostering creativity, it does not address its influence on broader organisational sustainability outcomes, such as financial performance, environmental responsibility, or social well-being.

Chen et al. (2020) examined the effects of knowledge sharing and team collaboration on operational innovation performance in Taiwanese service firms. A quantitative survey was conducted with 250 employees across 30 organisations, and regression analysis was applied to the data. The study found that knowledge sharing and collaboration significantly improved operational innovation, enhancing organisational competitiveness. Despite emphasising collaboration and innovation, the study does not link team dynamics to long-term sustainable development, particularly across economic, social, and environmental dimensions.

Müller and Turner (2022) investigated the influence of project team leadership and cohesion on project success in multinational engineering firms. Using a mixed-methods design, data were collected from 200 project managers and team members in Europe and analysed through multivariate regression and thematic analysis. Findings revealed that cohesive team leadership substantially contributed to timely project completion and cost efficiency. However, the study did not examine how such leadership practices affect broader organisational sustainability frameworks or long-term sustainability goals.

Singh and Gupta (2023) studied employee engagement effects and team communication on organisational performance in Indian IT firms. The study employed a cross-sectional survey of 280 IT professionals selected via convenience sampling, with data analysed using SPSS and AMOS for path analysis. Results indicated that communication and engagement positively influenced organisational performance, with engagement partially mediating the link between communication and performance. While informative, the study focuses on performance outcomes without incorporating sustainability measures such as environmental impact, resilience, or employee well-being over time.

Oladipo et al. (2024) analysed the role of human resource development practices on organisational sustainability in Nigerian financial institutions. Using a descriptive survey design, 320 employees from eight banks were selected via stratified sampling, and data were analysed using hierarchical regression. The study found that training and development, including team-oriented activities, significantly predicted organisational sustainability, particularly in social and economic dimensions. Despite addressing sustainability, the study did not isolate team building as a distinct variable, limiting the ability to determine its specific contribution to sustainable outcomes.

Critiquing prior studies, it is pertinent to note that they explored teamwork, collaboration, knowledge sharing, and HR practices; few directly investigated the influence of team building on workplace sustainability across economic, social, and environmental dimensions. Most research emphasises performance, creativity, or innovation outcomes, highlighting a clear gap for studies that explicitly examine team building as a determinant of holistic organisational sustainability.

Materials and Methods

This study adopted a descriptive survey research design with a cross-sectional approach to collect data from respondents. This design was deemed suitable as it allows observation of variables in their natural settings without manipulation, accurately capturing behaviours, relationships, and trends (Creswell, 2014). Descriptive research facilitates the identification of patterns and relationships between team building and organisational sustainability using statistical tools such as frequencies, percentages, and graphical representations, enabling comparisons across groups. The study was conducted in three purposively selected organisations in Cross River State, Nigeria, representing the northern, central, and southern senatorial districts. These organisations were chosen due to their active implementation of team structures and human resource initiatives, making them appropriate for examining the impact of team building on sustainability outcomes. Cross River State is a regional hub for economic, educational, and tourism activities, and the selected organisations reflect diversity in workforce size and operational focus, as well as documented engagement in team development initiatives.

The target population comprised all employees in the three organisations, totalling 420 staff: Calabar (216 employees), Ogoja (117), and Ikom (87). Employees were drawn from all departments to ensure representation across team structures and organisational units. Cochran's formula was used to calculate the sample size while taking the desired precision and population variability into consideration. With 140 respondents from Calabar, 76 from Ogoja, and 57 from Ikom, the sample was proportionally distributed with a 95% confidence level, a 5% allowable error, and an estimated proportion of 0.5 for maximum variability, guaranteeing a statistically sound and representative sample. A structured questionnaire that was given out at the workplaces and departments of the respondents was used to gather primary data. The questionnaire was divided into two sections: the first asked questions about demographics (gender, age, marital status, level of education, and work experience), and the second asked questions about teamwork and business sustainability. In the second phase, responses were scored on a five-point Likert scale that indicated how much they agreed or disagreed with statements about the research variables. Validity of the instrument was ensured through expert review by lecturers in the Department of Business Management and final approval by the study supervisor. Reliability was established through a pilot study with 30 staff from the University of Calabar Teaching Hospital. The instrument was administered twice over a three-week interval, with Cronbach's alpha coefficients ranging from 0.723 to 0.835, indicating acceptable reliability. Data were analysed using frequencies, percentages, and regression analysis to assess the relationship between team building and organisational sustainability. Regression analysis was chosen because it is a useful tool for determining the degree of correlation between independent and dependent variables. Team building was the independent variable and organisational sustainability was the dependent variable, according to the regression model, which also included a constant term and an error term to account for unexplained variation.

Table 1: Population and Sample Size Distribution

Calabar branch	Ogoja	Ikom
$n = \frac{216}{1 + 216(0.05)^2}$	$n = \frac{117}{1 + 117(0.05)^2}$	$n = \frac{87}{1 + 87(0.05)^2}$
$n = \frac{216}{1 + 216(0.0025)}$	$n = \frac{117}{1 + 117(0.0025)}$	$n = \frac{87}{1 + 87(0.0025)}$
$n = \frac{216}{1 + 0.54}$	$n = \frac{117}{1 + 0.2925}$	$n = \frac{87}{1 + 0.2175}$
$n = \frac{216}{1.54}$	$n = \frac{117}{1.2925}$	$n = \frac{87}{1.2175}$
$n = 140.2$	$n = 90.5$	$n = 71.4$

Source: Researcher's Computation

Data Presentation

A total sample size of three hundred and two (302) was initially determined from the three selected general hospitals in Cross River State. Of this number, two hundred and four (204) staff members were accessible, and questionnaires were administered to these available staff. Following administration, one hundred and eighty-six (186) questionnaires were duly completed and returned, representing a response rate of 91.2%. Consequently, the effective or workable sample size for the study was 186 respondents. The data collected for each item in the questionnaire are presented in the subsequent tables, using frequency distributions and simple percentages.

Table 2: Returned Questionnaire

SN	Hospitals	Questionnaire administered	Questionnaire returned	Percentage
1	Calabar	105	96	51.6
2	Ogoja	57	51	27.4
3	Ikom	42	39	20.9
	Total	204	186	100

Source: Field survey, 2026

Table 3: Respondents' Responses to Team Building

S/N	Item	SA	A	D	SD	U
1	Our team frequently engages in team-building activities to improve communication and collaboration among team members	73 (39.2%)	74 (39.8%)	20 (10.8%)	18 (9.7%)	1 (0.5%)
2	Team-building activities have helped to strengthen relationships within our team	55 (29.6%)	68 (36.5%)	34 (18.3%)	27 (14.5%)	2 (1.1%)

3	I feel supported by my team members when working on team projects	46 (24.7%)	79 (42.5%)	35 (18.8%)	25 (13.4%)	1 (.5 %)
4	Team building activities have improved our team's overall productivity and effectiveness	74 (39.8%)	85 (45.7%)	18 (7.9%)	8 (4.3%)	1 (.5 %)
5	The team-building activities have helped to create a positive work culture within our team	57 (30.6%)	45 (24.2%)	43 (23.1%)	40 (21.5%)	1 (0.5%)

Source: Field survey, 2026

For the first item, 73 respondents (39.2%) strongly agreed that their team frequently engages in team-building activities to enhance communication and collaboration, while 74 respondents (39.8%) agreed. This contrasts with 20 respondents (10.8%) disagreeing, 18 respondents (9.7%) strongly disagreeing, and 1 respondent (0.5%) unsure. For this item, there were no missing values noted.

According to the second item, 68 respondents (36.5%) agreed, and 55 respondents (29.6%) strongly agreed that team-building exercises have improved relationships within their team. Meanwhile, 2 respondents (1.1%) were unsure, 34 respondents (18.3%) disagreed, and 27 respondents (14.5%) strongly disagreed. There were no missing responses.

Of those who responded to the third question, 79 (42.5%) agreed, and 46 (24.7%) strongly agreed that they feel supported by their teammates when working on joint projects. On the other hand, 25 respondents (13.4%) strongly disagreed, 35 respondents (18.8%) disagreed, and 1 respondent (0.5%) was unsure; there were no missing data.

According to the fourth item, 85 respondents (45.7%) agreed, and 74 respondents (39.8%) strongly agreed that team-building exercises had increased overall team productivity and effectiveness. 8 respondents (4.3%) strongly disagreed, 1 respondent (0.5%) was undecided, and 18 respondents (7.9%) disagreed. For this item, there were no reported missing values.

Lastly, the fifth question shows that 45 respondents (24.2%) agreed and 52 respondents (30.6%) strongly agreed that team-building exercises had promoted a positive work culture within their team. Nonetheless, 40 respondents (21.5%) strongly disagreed, 43 respondents (23.1%) disagreed, and 1 respondent (0.5%) held no opinion. There were no recorded missing values.

Table 4: Respondents' Responses to the Sustainability of Workplaces

S/N	Item	SA	A	D	SD	U
1	Our organisation actively promotes sustainable practices and initiatives	61 (32.8%)	68 (36.6%)	29 (15.6%)	26 (14.0%)	2 (1.0%)
2	Our organisation regularly tracks and reports on key sustainability metrics	62 (33.3%)	55 (29.6%)	44 (23.7%)	24 (12.9%)	1 (.5 %)
3	Our organisation has implemented sustainable practices that have positively impacted our bottom line	71 (38.2%)	79 (45.5%)	22 (11.8%)	12 (5.5%)	2 (1.1%)
4	Our organisation actively engages with stakeholders to address environmental and social issues	62 (33.3%)	47 (25.3%)	45 (24.2%)	31 (16.7%)	1 (0.5%)

5	Our organisation has a long-term strategic plan in place to ensure sustainability for the future	66 (35.5%)	61 (32.8%)	32 (17.2%)	27 (14.5%)	0 (0.0%)
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Source: Field survey, 2026

According to the table's first item, 68 respondents (36.6%) agreed, and 61 respondents (32.8%) strongly agreed that their organisation actively promotes sustainable practices and projects. Conversely, 2 respondents (1.0%) were unsure, 26 respondents (14.0%) strongly disagreed, and 29 respondents (15.6%) disagreed. This item has no missing values noted.

Of those who responded to the second question, 55 (29.6%) agreed, and 62 (33.3%) strongly agreed that their organisation routinely monitors and reports on important sustainability parameters. On the other hand, 24 respondents (12.9%) strongly disagreed, 44 respondents (23.7%) disagreed, and 1 respondent (0.5%) was unsure. We didn't see any missing data.

79 respondents (45.5%) agreed with the third question, which indicates that 71 respondents (38.2%) strongly agreed that the organisation's bottom line had benefited from the adoption of sustainable practices. Twelve respondents (5.5%) strongly disagreed, two respondents (1.1%) were undecided, and 22 respondents (11.8%) disagreed. None of the values was missing.

Of those who responded to the fourth item, 47 (25.3%) agreed, and 62 (33.3%) strongly agreed that the organisation actively communicates with stakeholders to address social and environmental concerns. In contrast, 46 respondents (16.7%) disagreed, 31 disagreed strongly (16.7%), and 1 was unsure (0.5%). No responses were noted as missing.

61 respondents (32.8%) agreed with the fifth question, which shows that 66 respondents (35.7%) strongly agreed that the organisation had a long-term strategic plan to ensure future sustainability. Of those surveyed, 27 (14.5%) strongly disagreed, and 32 (17.2%) disagreed. For this item, no values were missing.

Test of Hypotheses

H₀₁: There is no significant effect of team building on organisational sustainability in general hospitals in Cross River State.

H_{A1}: There is a significant effect of team building on organisational sustainability in general hospitals in Cross River State.

Test Statistics: Regression was employed to examine the relationship between team-building strategies and the sustainability of workplaces.

Table 5: Regression Analyses of the Effect of Team Building on the Sustainability of Workplaces

Model	R	R square	Adjusted R-squared	Std error of the estimate	
1	.726 ^a	.527	.524	3.20442	
Model	Sum of square	Df	Mean square	F	p-value
Regression	2090.648	1	2090.648	203.602	.000 ^b
Residual	1879.104	183	10.268		
Total	3969.751	184			
Variables	Unstandardized Coefficient B	Standard error	Standardised coefficient Beta	T	p-value
(Constant)	4.660	.708		6.584	.000
Team build	.718	.050	.726	14.269	.000

Source: SPSS output, 2026

The impact of team building on the organisational sustainability of general hospitals in Cross River State was investigated in the first hypothesis. The results presented in the preceding table indicate a positive correlation, as shown by the R-value, suggesting that team building is positively related to organisational sustainability. The adjusted R-square value of 0.524 indicates that team building accounts for 52.4% of the variance in organisational sustainability. The hypothesis was tested using the ANOVA findings, which showed a p-value of 0.000 and an F-ratio of 203.648. The null hypothesis, according to which team building has no discernible impact on organisational sustainability, is disproved because the p-value is below the 0.05 significance level. This implies that team building exerts a significant influence on the sustainability of general hospitals in Cross River State. The t-test results further support this conclusion, showing a statistically significant relationship with a p-value of 0.000. The standardised coefficient of 0.726 indicates that for every unit increase in team-building activities, there is a corresponding 72.6% increase in organisational sustainability. All things considered, the analysis demonstrates that team building has a positive and statistically significant impact on organisational sustainability in the hospitals under study.

Discussion of Findings

The findings demonstrate that team building significantly and positively affects the organisational sustainability of general hospitals in Cross River State. Participation in team-oriented activities that encourage cooperation, communication, and problem-solving enables team members to develop the skills necessary to resolve conflicts and collaborate effectively toward shared objectives. Such interactions enhance productivity, creativity, and innovation, which are critical drivers of organisational sustainability (Pinto, 2017). These results align with Ahmad and Malik (2021), who reported that teamwork significantly improves employee creativity, highlighting the importance of collaboration for achieving organisational outcomes, even though their study did not specifically address sustainability. Similarly, Chen et al. (2020) found that team collaboration and knowledge sharing enhance operational innovation, indirectly contributing to long-term competitiveness, emphasising the role of team dynamics in sustaining organisational performance. The findings are also supported by Müller and Turner (2022), who demonstrated that cohesive team leadership contributes to project success through timely completion and cost efficiency. Key elements such as cohesion, trust, and structured team interactions are essential for maintaining performance standards over time—a core aspect of organisational sustainability. Singh and Gupta (2023) further reinforce this view, showing that effective communication and employee engagement improve performance, suggesting that structured team interactions can enhance commitment and motivation, indirectly supporting sustainable practices. Oladipo et al. (2024) also found that human resource development practices, including team development activities, significantly influence organisational sustainability, particularly in social and economic dimensions. While their study did not isolate team building as a distinct variable, the findings corroborate the current study's conclusion that structured team interventions contribute to long-term organisational viability. The findings theoretically align with Katzenbach and Smith (2021), who emphasised that activities that promote trust and camaraderie strengthen cohesion and collaboration, and Klein et al. (2019), who showed that customised team-building interventions enhance team performance. Trust, in particular, encourages a sense of unity and collective responsibility, enhancing collaboration and promoting sustainable organisational outcomes. Additionally, interactive and morale-boosting team activities improve employee motivation and satisfaction, reducing turnover and supporting retention, which further reinforces long-term sustainability objectives (Wu et al., 2018). Overall, the study confirms that team building is a vital driver of organisational sustainability, as it fosters collaboration, trust, innovation, and employee commitment, key factors for sustaining performance over time in general hospitals.

Conclusion

The study established that team building has a significant positive effect on the organisational sustainability of general hospitals in Cross River State. Participation in team-building activities that promote cooperation, problem-solving, and effective communication enables staff to work collaboratively toward common goals. These interactions foster trust, cohesion, and camaraderie, which are essential for improving productivity, innovation, and overall organisational performance. Moreover, team building enhances employee morale, motivation, and commitment, contributing to

higher job satisfaction and lower turnover. These outcomes strengthen the organisation's capacity to maintain operations over the long term, ensuring resilience, efficiency, and adaptability in a dynamic healthcare environment. It is also worthy of note that team norms are shaped by developmental leaders who exemplify ethical responsibility and promote cooperative problem-solving. Organisational change is more adaptable and long-lasting when sustainability is ingrained in team culture rather than imposed from the outside. Overall, developmental management offers a thorough framework that clearly links sustainability and team building. Teams become the means through which sustainability initiatives are implemented through structured capacity development, psychological safety, organisational learning, and participative leadership. Sustainability is realised through strong, learning-oriented teams that are capable of innovation, responsibility, and long-term collaboration rather than only through policy pronouncements or compliance methods. In order to achieve sustainable growth and resilience in an increasingly complicated global context, organisations must integrate team building and developmental management. Thus, team building is not only a tool for enhancing interpersonal relationships within teams but also a key driver of long-term organisational sustainability, particularly in healthcare settings where collaboration and coordination are critical to success.

Recommendations

Based on the study's findings, it is recommended that general hospitals in Cross River State actively incorporate structured team-building initiatives into their organisational practices. Management should prioritise creating opportunities for employees to collaborate, communicate, and solve problems collectively, as this fosters trust, cohesion, and a shared sense of purpose. Regular team development activities can enhance employee motivation, morale, and commitment, which are essential for sustaining organisational performance. Additionally, hospital leadership should embed team-building practices within broader organisational policies and human resource strategies to maintain collaborative behaviours and supportive work environments consistently. By doing so, hospitals can strengthen operational efficiency, promote employee well-being, and enhance overall sustainability, ensuring resilience and adaptability in response to evolving healthcare challenges.

Limitations of the Study

This study was limited to three general hospitals in Cross River State, which may restrict the generalisability of findings to other healthcare settings or regions. The sample comprised solely medical and non-medical staff, excluding patients and external stakeholders, whose perspectives could have provided additional insights into organisational sustainability. Additionally, the study depended on self-reported information gathered using structured questionnaires, which could be skewed by respondents' answers. Additionally, because the cross-sectional design only recorded answers at one particular moment in time, it was not possible to analyse shifts in team dynamics and organisational sustainability over longer timeframes. Notwithstanding these drawbacks, the study presents insightful proof of the beneficial impact of team building on organisational sustainability as well as useful advice for hospital administration.

Suggestions for Further Research

The results of this study could be more broadly used in the future by looking at how team building affects organisational sustainability in a wider variety of healthcare settings and geographical areas. Further insights into how team-building interventions affect sustainability results over time may also be obtained via longitudinal research.

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