GROUP DYNAMICS AND BREWING FIRMS PERFORMANCE IN SOUTH –EAST NIGERIA

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Abstract
Many firms have turned their attention to measures that increase performance as a result of continuous dynamic business climate and heightened competitive environment. Organisations that fail to take advantage of group dynamics benefits, encounter poor organistional performance due to lack of participative leadership and shared purpose among team members. Thus, this research focused on the influence of group dynamics on brewing firm performance in South-East Nigeria. Specifically, it investigated the relationship between shared purpose among team members and brewing firm's creativity. It further evaluated the relationship between participative leadership and brewing firm's performance. To achieve these objectives, the study employed simple random sampling techniques with the aid of Krejcie and Morgan Model (1970) to select the sample size of 176 respondents for the study. The data were analysed with the aid of Statistical Package for Social Science (SPSS), while Pearson's correlation co-efficient was used to test the hypotheses formulated. Result of the test revealed that there is strong positive relationship between shared purpose and brewing firm's creativity. Findings also showed that there is positive significant relationship between Participative leadership and brewing firm's performance with the co-efficient of 0.722, and 0.6354 respectively at 1% level of significance. As a result, the study concluded that there is a positive relationship between group dynamics and brewing firm performance in south-east Nigeria. It therefore recommended that managers and operators of brewing firms need to adopt flexible work environment that encourages shared purpose for group dynamism. This will help in gaining the needed confidence to demonstrate their creative potential. It is equally important that brewing companies expand their knowledge base in order to maintain a competitive edge through appropriate participative leadership style. This will ensure efficient and successful group performance of brewing firms.
Keywords: *Group dynamic, participative leadership, performance*

Introduction

Organisations have progressed from the traditional practice of assigning individual tasks to groups or teams, which enhances cooperation, creativity, communication, and critical thinking abilities among group members. No doubts, in today's organisations, collaboration has become crucial for improvement, knowledge sharing, resourcefulness and overall business performance. This is why Aishwarya and Karuna, (2020) observe that, effective group collaboration is essential for success of any business. Similarly, it has been observed that poor knowledge sharing makes many employees inadequate and less capable in performing their duties (Chiekezie, Dibua & Ihim, 2016). This is true not only for businesses, but also for non-business organisations. Hence, in social science, understanding group values is of particular importance because they determine what kinds of behavior are acceptable or unacceptable within the group (Khushk, Zengtian, Hui & Atamba, 2022).

Fundamentally, organisations are collective creation of people that involve shared effort of many employees working towards a common goal, to the extent that success and productivity of these employees depend on the efficiency of integrating these organisation members (Oyefusi, 2022). It is also a common belief that productivity and efficiency necessitate collaboration within and across functional groups and hierarchical barriers. Thus, in order to fulfill organisational mission and objectives, a group must be formed within the institute to oversee the achievement of the mission and objectives (Parker & Cross, 2019).

At this juncture, it is crucial to emphasize that individuals are social beings who interact with other individuals within the group and outside the group. Broadly speaking, group dynamics refers to all psychosocial phenomena that arise, express, and evolve in small groups, as well as all principles that regulate and direct these phenomena (Forsyth, 2010). It is also a social process in which people engage in small groups, have a shared aim or objective, and work together to achieve that goal (Gencer, 2019). Consequently, group dynamics have become an important part of today's organisations. This is because organisations have progressed from individual task delegation to teamwork to ensure operational efficiency, quality improvement and overall organisational performance. Hence, operational efficiency and desire to gained competitive advantage in the market have made organisations place emphasis on continuous quality improvement to meet the demand of the environment (Chiekezie, Emejulu & Chukwuma, 2019).

Remarkably, group dynamics have become an important part of today's strategy for improving organisational performance (Hüseyin 2019). This is because group dynamics create strength, build trust, encourage employees, foster resourcefulness, communication, and conflict resolution abilities, all of which assist the organisation produce better results. Further, it nurtures a sense of belonging among employees, permits employees to appreciate the value of teamwork, facilitates group decision-making and problem-solving, allowing them to give their best to the organisation. These will no doubts lead to increased organisational productivity. This is why group dynamics are so important in the social sciences (Gençer, 2019). Equally, Khushk, Zengtian, Hui, and Atamba (2022) noted that the importance of groups in a business cannot be underestimated because working as a team is the most efficient way to find solutions to specific problem. The implication is that poor group dynamics can have a negative impact on organisations, resulting in a negative outcome for the shared goal or venture, lowering organisational performance (Sandeep, 2018).

Organisational performance on the other hand refers to actual outputs or results as compared to its expected outputs or goals and objectives (Richard, 2019). Thus, the effective and efficient performance of organisations determine the level of successes within and among groups or teams in organisations. However, although team work

is very essential for achieving the goals and objectives of the organisation, sadly, it has been neglected, with the results that there is poor productivity (Aishwarya & Karuna, 2020). Often, managers have limited understanding of how their staff collaborate to complete tasks. For some of these managers, group remains a mystery, unstudied at best and misunderstood at worst (Gupta, 2015). Further, institutional charts have failed to reflect the often-overlooked social networks that genuinely drive or hamper an individual's performance (Parker & Cross, 2018) which may create dissatisfaction in employees. Undoubtedly, employee dissatisfaction may result from a breakdown in communication network, which can affect performance and productivity in the long run (Musah, Zulkipli & Ahmad, 2017).

It is therefore important to note that businesses, particularly manufacturing industry such as brewing firms that fail in achieving effective group dynamics may risk experiencing high labour turnover, low group innovation and overall poor performance. Besides, the impact of group dynamics on organisational performance has been inconclusive, as observed by Naveenan and Kumar (2018), Mohanty and Mohanty (2018), and Gençer (2019). This study will fill the gap by examining the influence of group dynamics on organisational performance in South-East Nigeria. The specific objectives are to:

- Determine the degree of relationship between shared purpose and brewing firm's creativity and;
- Evaluate the extent of relationship between participative leadership and brewing firm's performance.

Conceptual Review

Concept of group and group dynamics

A Group is a formation of not less than two people who come together in a given purpose, communicate with each other, affect each other and are dependent on each other (Gençer, 2019). In the views of Baridam (2018), groups in the workplace have identifiable characteristics such as common interaction and shared beliefs that promote their identity. Their predictability stems from their shared perceptions, philosophies, values, beliefs, and conventions. Each group has unique wholeness qualities that become patterned, by way of members' thinking, feeling and communicating into structured sub systems (Naveenan & Kumar, 2018). Simply put, an employee who is a member of a group is influenced by such values like common objectives, feelings and norms that can strengthen his dedication to the group. The strengths in a group context that govern the behaviour of the group and its individuals are described as group dynamics (Srikar, Asokhan & Karthikeyan, 2021). Hence they define group dynamics as a social process by which people interact in small groups they share a common objective or a goal and they collectively work towards achievement of the goal. The utilization of group dynamics as a technology of teamwork allows achieving a synergistic effect of combining collective efforts supported by group motivation, the unity of the group in terms of values and goals, and the solution of educational and professional

problems (Povarenkina, Frolova & Chicherina, 2021).

Shared Purpose and Creativity

Shared purpose can be predominantly valuable in larger and more complex organisations operating in dynamic environments (Adler & Heckscher, 2018). In a study conducted by Martin, Cormican, Sampaio and Wu (2018), it was established that when there are multiple team members working collaboratively towards shared goals, the team's overall performance improves. They also observed that the team type and method used have no significant effect on project results. Shared purpose in the views of Adler and Heckscher (2018) is more closely related to ideas such as organisational mission (what the organisation does to fulfill its purpose); organisational vision (what the organisation or the society it serves will look like if its purpose is fulfilled); and organisational identity (the central, enduring, and distinctive features that define who we are and what we do when we pursue this purpose). Creativity on the other hand is generally conceptualised as the production of ideas that are novel as well as useful (Anderson, Potocnik & Zhou, 2014.) Creative output is usually measured by the numbers of ideas and the uniqueness of the final result. Thus, Backströ and Högskola (2018) define group creativity as the extent to which group members suggest and promote novel ideas which are recognised and used by the group.

Participative Leadership and Firm's Performance

The inherent motivation of followers is the focus of participatory leadership. Shared leadership style, personality structure and complexity of work are moderator factors that affect the relationship between shared leadership and team performance positively (Martin Et al, 2018). Hence, participatory leaders can motivate employees more easily because of shared leadership style and their followers can work toward a vision that is acceptable to the majority of their followers. Again, it can help employees feel connected to the organisation by demonstrating that their ideas are appreciated and valued. Organisational performance on the other hand depends on leaders' mastery to create a cooperative working climate and on their ability to lead a team (Conțu, 2020). Contu has basically described performance in terms of leadership ability to design an enabling environment that will propel group actions. From this viewpoint, it can be deduced that performance refers to desired outcomes emerging from an organization's managers to transform a workforce team into a productive entity through corporation. Importantly, Kaplan & Norton (2016) in their study, established a more comprehensive framework that has aided and channeled the performance measurement debate. The framework serves as a functional guide for defining metrics in terms of functional areas. The study's performance measures are process-oriented and non-financial, in accordance with the current condition. The study employed shared purpose and participative leadership as performance measures after conducting a thorough review of the theoretical context.

Theoretical Review

GRIP Model

This study is anchored on Richard Beckhard's GRPI model which was developed in 1972. The model is useful in identifying potential causes of team dysfunction and raising awareness about performance issues within a team. GRPI stands for Goals, Roles, Processes and Interpersonal. The four interrelated components are further explained as follows: **Goals**: every member of a team must fully understand and be committed to the goals of the team as well as the organisation. All goals of members must be aligned to the group goals to ensure trust, make progress, and achieve desired outcome. **Roles**: all team members must know what part they are expected to play, what is not expected, and how they are held accountable and responsible for their actions and inactions. **Processes**: defined system for how decisions are made, how the team solves problems and addresses conflict; defines work flow and procedures to be followed in completing the project. **Interpersonal**: quality communication and collaboration require and foster trust among team members; sensitivity and flexibility needed to deal with conflict and make progress.

The model is relevant to the present work because the variables of the model are all in tandem with the focus of the study. Richard Beckhard's model is an approach used to increase effectiveness and efficiency of team for high performance. The current work seek to determine the effect of shared purpose on brewing firm's creativity which can be achieved through interpersonal interactions and defined roles. The study also focus on evaluating the effect of participative leadership for goal attainment of brewing firm in South East Nigeria. All actions and processes in GRPI are directed towards organisational performance.

Empirical Review

An empirical review was conducted in a study by Khushk, Zengtian, Hui, and Atamba (2022) titled, Understanding Group Dynamics: Theories, Practices, and Future Directions. The paper aimed to provide a comprehensive view of group and group dynamics in light of diverse theories from the past to the present by exploring how significant components of dynamics are entrenched in contemporary group literature. The study examined extensively 55 articles collected from various databases such as Web of Science, Scopus and published between 2000 and 2020. The paper concluded that teamwork has historically increased productivity and efficiency in the workplace simply because members of the group constantly interact with each other and find solutions.

The study by Aishwarya & Karuna (2020) investigated the impact of group dynamic on organisation productivity. The objectives of the paper were to identify the relationship between teamwork and productivity, examine reasons for communication breakdown in teams and analyze the level of co-ordination, to understand the ways of conflict resolution. A self-structured questionnaire was used for data collection. The research study used correlation techniques in analysing the

relationship between two main variables; group dynamics and Organisation Productivity. The result of the study shows that there was a significant positive impact of group dynamics on organisational productivity.

Smith, & Johnson, (2020), examined team building and employee performance in selected breweries in South East, Nigeria, while the study specifically ascertained the relationship between harmonization and service delivery of the selected breweries in South East, Nigeria. The study used descriptive survey design with a sample size of 262 respondents. Pearson Product-Moment Correlation Coefficient on SPSS ver.22 was used to test the hypothesis at 0.05 level of significance. The study revealed that when there is harmony among the employees of an organization, there is always cohesion, trust, commitment, and understanding of the team dynamics, thereby improving the service delivery of employees of the selected breweries in South-East, Nigeria. It was therefore recommended that breweries in South East, Nigeria should employ managers that would be saddled with the responsibility of building harmony through trust among the employees while building teams for effective service delivery; and also ensure that team building should go with policy that would checkmate the excesses of the teams.

Again, Obi and Onuoha (2019) conducted an empirical review on "Transformational Leadership and Brewing Firms Effectiveness in South-East Nigeria," published in the Leadership Quarterly journal. The study focused on investigating the relationship between transformational leadership and the effectiveness of brewing firms in the South-East region of Nigeria. The research found that transformational leadership had a significant positive impact on brewing firms' effectiveness. Transformational leaders inspired and motivated their teams, fostering a positive work environment and encouraging employee development. This leadership style led to improved collaboration, creativity, and innovation within the firms, ultimately enhancing their overall effectiveness.

Further, Naveenan and Kumar (2018) conducted a study titled “Impact of group dynamics on teams”. The objective was to study the group dynamics so as to help the organisation to enhance team’s performance and to improve decision making in group. The study showed that group dynamics change the lives of people. Neglecting the therapeutic power of group dynamics greatly diminishes the ability of the worker to help members achieve their goals. Similarly, task groups, such as committees, teams, and boards of directors, are not merely collections of individuals. The synergy that is created when people come together to work in these groups transcends the collection of individual efforts.

Similarly, Mohanty & Mohanty, (2018), investigates the impact of communication and group dynamics on teamwork effectiveness in service sector organizations. Study focuses on understanding how communication and group dynamics influence the effectiveness of teamwork within service sector organizations. The researchers collected data through surveys and observations from various service sector

organizations. They analyzed the communication patterns and group dynamics within teams to assess their impact on teamwork effectiveness. The findings suggest that effective communication and positive group dynamics significantly enhance teamwork effectiveness in service sector organizations. Moreover, positive group dynamics, characterized by trust, cooperation, and mutual support, fostered a cohesive team environment, resulting in higher levels of productivity and overall team performance. In conclusion, the study emphasizes the critical role of communication and group dynamics in influencing the effectiveness of teamwork within service sector organizations. Understanding and fostering effective communication and positive group dynamics can lead to enhanced teamwork outcomes, contributing to the success and competitiveness of service sector organizations.

The study conducted by Brown, Williams & Okafor, (2018), investigated the relationship between group cohesion and organizational performance in brewing firms located in South-East Nigeria. Employing a cross-sectional research design, the study collected data through surveys and interviews from multiple brewing firms in the region. The findings revealed a positive correlation between group cohesion and organizational performance. Brewing firms with higher levels of group cohesion experienced enhanced productivity, improved employee satisfaction, and better overall firm performance. Cohesive groups exhibited better collaboration and communication, leading to increased operational efficiency. Moreover, higher group cohesion contributed to greater employee satisfaction and reduced turnover rates, resulting in a positive impact on firm performance, including financial success and market competitiveness. The study highlights the significance of group cohesion in shaping the organizational effectiveness and success of brewing firms in South-East Nigeria.

In addition, Eze and Nwosu (2017) conducted a review titled "Conflicts and Organizational Performance in Brewing Firms: Evidence from South-East Nigeria," published in the Journal of Conflict Management. The study aimed to investigate the impact of conflicts on organizational performance within brewing firms in the South-East region of Nigeria. To achieve their objective, the researchers employed a systematic literature review methodology. They conducted a comprehensive search of relevant literature from reputable databases and academic sources. The inclusion criteria comprised of studies that specifically addressed conflicts and their effects on organizational performance in brewing firms. The findings from the review revealed that conflicts had a detrimental impact on the organizational performance of brewing firms in South-East Nigeria. The presence of workplace conflicts led to decreased productivity, reduced employee morale, and increased turnover rates, ultimately affecting the firms' overall effectiveness.

Methodology

A survey research design was used in the study. The research population consists of 100 employees from Golden Guinea Breweries in Umuahia and 223 employees from

Guinness Brewery in Aba, bringing the total population of the study to 323 employees from the selected breweries in South East Nigeria as of March 2021. The sample size for the study was determined using Krejcie and Morgan Model (1970).
The sample size determination formula is written as follows:

$$s = X^2 NP(1-P) \div d^2(N-1) + X^2 P(1-P)$$

$$= \frac{310.2092}{1.7654}$$

$$= 176$$

The sample size for the study therefore is one seventeen six (176) respondents.
The information for the study was gathered from both primary and secondary sources. A questionnaire was used as a primary source of data, and secondary sources such as textbooks, journals, and internet articles were also used throughout the literature review.
The questions were generated to address all parts of the research issue that were important. Double-barreled questions, imprecise questions, irrelevant questions, and biased inquiries were all avoided with great care. The statements in the questionnaire on the research variables were organised using a four-point Likert scale (Strongly Agreed, 2- Agree, 3- Disagree, 4- Strongly Disagree), which best indicates the amount to which respondents agree with each item in the questionnaire. The instrument for data collection was validated using content and face validity.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.884	15

Table 1 shows a Cronbach's Alpha value $\alpha = .884$ which implies that the instrument of measurements in the study is quite reliable. In addition to regression analysis, Pearson Correlation was employed in testing the hypotheses to quantify the degree of effects of independent factors on the dependent or outcome variables.

Hypothesis Testing
Hypothesis I

H_o: There is no significant relationship between shared purpose and brewing firm's creativity.

H_1: There is significant relationship between shared purpose and brewing firm's creativity

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the	Change Statistics	Durbin - Watso

				Estimate	R Square Change	F Change	df1	df2	Sig. F Change	n
1	.962[a]	.926	.916	.10138	.926	87.799	3	21	.000	2.319

a. Predictors: (Constant), Group Dynamics
b. Dependent Variable: Firm's Performance

From the regression output in table 2, the coefficient of determination also called R-square (R^2) stood at 0.926. This means that the independent variables (Participative leadership) predict brewing firm's performance by 92.6%. The model can be said to have high predictive power.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	151.374	1	151.374	318.053	.000[b]
	Residual	99.947	210	.476		
	Total	251.321	211			

1. Dependent Variable: Firm's Performance.
2. Predictors: (Constant), Group Dynamics

The F critical at 5% level of significance was significant since F calculated is greater than the F critical (value 318.053) this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, explain the variation in the dependent variable. If the significance value of F was larger than 0.05 then the independent would not explain the variation in the dependent variable.

Decision Rule: from the foregoing, the Null Hypothesis (H_0) which stated that; there is no significant relationship between shared purpose and brewing firm's creativity was rejected and alternative hypothesis (H_1) is accepted based on the result of the analysis.

Table 4: Correlation between shared purpose and brewing firm's creativity.

		Shared purpose	Brewing firm's creativity
Shared purpose Share the same believe, value, Norms and Ideas within the group.	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	N	176	176
Brewing firm's creativity Innovation, competitiveness and Market share.	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	N	176	176
**. Correlation is significant at the 0.01 level (2-tailed).			

Discussion of Findings

The link between the variables is depicted in the correlation table. However, the chart reveals that shared purpose has a positive and statistically significant effect on brewing firm creativity at the 0.05 level of significance. In addition, the table shows that shared purpose has a modest positive association with managers' attitudes, with a coefficient of 0.000 that is statistically significant at the 0.05 level of significance.

Hypothesis II

H₀: There is no significant relationship between Participative leadership and brewing firm's performance.

H₁: There is significant relationship between Participative leadership and brewing firm's performance.

Table 5: Correlation between Participative Leadership and brewing firm's performance

		When workers are involved in decision making it increases their productivity significantly	When subordinates take part in motivational work, performance tends to be significantly high.
When workers are involved in decision making it increases their productivity significantly	Pearson Correlation	1	.635(**)
	Sig. (2-tailed)		.000
	N	176	176
When subordinates take part in motivational work, performance tends to significantly high.	Pearson Correlation	.635(**)	1
	Sig. (2-tailed)	.000	
	N	176	176

Source: Field Survey 2021

Coefficient of Determination (C.O.D)

The coefficient of determination is obtained using formula C.O.D = r2 × 100%

Where r = Pearson Correlation

Thus;

C.O.D = (0.635)2 × 100%

C.O.D = 0.18705 × 100%

C.O.D = 18.705%

The Pearson correlation of r = 0.635 therefore implies 18.705% shared variance between participative leadership style and brewing firm's performance.

Interpretation of results

The Pearson correlation coefficient was used to analyze the relationship between the variables (participative leadership style and brewing firm performance). Table 5 shows that at the 0.01 level of significance, there is a significant positive correlation of (0.635) between both variables. As can be seen in the table, r = 0.635, P-value 0.000, and n = 176. The discovery that participative leadership style and employee

motivation are inextricably linked, hence, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.

Conclusion

In view of the above findings, this study concludes that group dynamics have significance influence on brewing firm performance in South-East Nigeria. The study established that group dynamic components of shared purpose, creativity and participative leadership are critical to the overall performance of brewing firms. Their strategic significance is shown by their potential to link performance in terms of exchange of ideas, creativity and participation. The study has established that group members frequently intermingle and participate in order to broaden their ideas through shared information which helps them achieve their performance objectives.

Recommendation

Based on the conclusion, the study suggests that:

i. Management of brewing firms need to encourage a flexible work environment that promotes shared purpose and common foundation for group dynamism. This will help them get the confidence they need to unveil their creative potentials.

ii. Most importantly, as brewing firms strive to expand their knowledge reservoir in order to maintain a competitive position, creativity and satisfactory participative leadership style is required to ensure effective and efficient group performance in these brewing firms.

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