

EFFECT OF TEAMWORK ON ORGANISATIONAL PERFORMANCE OF SOME SELECTED BANKS IN ABUJA METROPOLIS

¹SANDRA L.N. EMMANUEL

**Faculty of Administration and Law, ABU Distance Learning Center, Ahmadu Bello
University Zaria, Nigeria**

¹laurenabu4030@gmail.com

¹+2348060312096

&

²RINGIM, K.J.

**^{1,2} Faculty of Administration and Law, ABU Distance Learning Center, Ahmadu Bello
University Zaria, Nigeria**

²kabirujinjiri@yahoo.com

²+2348062103566,

Abstract

This study examined teamwork and its effect on organisational performance of some selected banks in Abuja Metropolis (A study of Ecobank and First bank plc Abuja). The study focused on the Primary sources of data collection. Structured questionnaires were administered to 114 respondents through a web link who made up the population of the study. The Taro Yamane formula $N/(1+N_e/2)$ is used to get the actual sample size based on the population at 95% confidence interval and 5% error margin. The study employed regression analyses to measure the effect of the teamwork variables (communication and cooperation) on organisational performance. The result ($R^2 = 0.795$ $P < 0.000$ & $\beta = 0.892$), ($R^2 = 0.760$; $P < 0.000$ & $\beta = 0.872$) showed that communication and cooperation have a significant effect on the organisational performance of selected banks in Abuja Metropolis. The study recommends that Ecobank and Firstbank in Abuja Metropolis should improve on strategies that improve communication amongst workforce. Also, banks should encourage positive attitudes like listening which promotes cooperation amongst the workforce to improve teamwork.

Keywords: Teamwork, Communication, Collaboration, Organisational Performance.

1.0 Introduction

The phrase "teamwork" has been used by numerous companies in one meaning or another, such as in manufacturing, marketing, and other operations since the dawn of humankind. A team might be a management team, a production team, or an entire business. Although companies may be doing tasks through people, according to Cohen and Bailey (2019), his greatest accomplishment was the completion of predetermined goals through teams (teamwork). It is a well-known truth that cooperation not only forms the basis of all effective management but also serves as a tool for enhancing overall organizational productivity. Working together with a group of individuals to accomplish a goal is the process of teamwork. Political, economic, social, and technical elements are considered teamwork's external factors, whereas leadership style, diversity (in terms of culture, talent, and

personality), communication, cooperation, and other variables are considered teamwork's internal components.(Musselwhite, 2021).

Companies all across the world are recognizing the value of cooperation and how it contributes to excellent performance in their own businesses. In order to reach their performance goals and objectives, businesses of all types—public or private, big or little, manufacturing or service—use a variety of resources, including physical resources, people resources, and—most importantly—capital resources. Human resource managers are in charge of looking after the company's personnel by inspiring, growing, and helping them solve problems and improve their relationships with both the employer and one another. The finest resource that any firm may employ to achieve its objectives is its human capital. Each team member brings a unique set of capabilities to the table, including technical, interpersonal, problem-solving, and decision-making abilities. If every team member had the same ideas, viewpoints, abilities, or information, creativity in companies would cease to exist. Employees must thus value their variety, including their varied talents, cultures, viewpoints, etc., because doing so may enable them to collaborate wonderfully, which in turn improves both their performance and that of the company as a whole. Therefore, in order to reap the full rewards of their teams, firms need to cultivate a culture of cooperation. Companies may be able to improve employee performance through strengthening the capability of their teams, say (Pfaff & Huddleston, 2013).

In a research performed by Khan & Mashikhi (2017) to examine the effect of collaboration on organisational performance in the Oman banking industry, they claimed that it has become more difficult for banks to draw in and keep clients as a consequence of the growth of regional and international banks. In order to attain maximum efficiency and keep all of its customers, whether they are internal "workers" or external "buyers/consumers," the banking industry is now working to improve staff teamwork. He further stated that lack of teamwork leads to poor communication amongst workforce, dissatisfaction, lack of motivation to perform to the required standard.

Many studies have examined the effect of teamwork on employee performance; however, no study has previously focused on teamwork's effect on performance of selected banks in Abuja metropolis, to the best of researchers' knowledge. This research paper will look at the effect of teamwork on organisational performance of Ecobank and First bank in Abuja metropolis. The research was guided by the following research questions;

- i. What effect does communication have on organisational performance of selected banks?
- ii. What effect does Cooperation have on organisational performance of selected banks?

The objectives of this study are as follows;

- i. To determine the effect of communication on the organisational performance of selected banks
- ii. To establish the effect of Cooperation on the organisational performance of selected banks

In line with the above objectives, the following hypotheses were developed:

H₀₁: Communication have no significant effect on the organisational performance of selected banks.

H₀₂: Cooperation have no significant effect on the organisational performance of selected banks.

The remaining part of this study is mainly structured in five parts. The second part reviewed related literatures and theoretical framework. Methodology of the study was discussed in the third while the results and interpretations were presented in the fourth part. Conclusion and recommendations were made in the last part.

2. 0 Literature review

Concept of Teamwork: Staniforth (2020) defined teamwork as the concept of working collectively in a group to attain the same aims and objectives for the benefit of service users and organizations in order to provide high-quality service (productivity). According to Hwang and Chang (2019), employees' cooperation is perceived as a bigger group of individuals than what their status implies. The core of teamwork is that burden is decreased and divided into parts of work in which everyone may participate. Teamwork, according to Mickan& Rodger (2020), is a collection of professionals whose group works passionately on a specific, common objective employing positive synergy, individual mutual responsibility, and play cooperatively. Employees take several steps toward completing crucial action items, yet nothing vital is completed. Teamwork is the capacity to collaborate toward a common goal. It is a fuel that enables ordinary individuals to achieve extraordinary outcomes.

Collective action is universally acknowledged as a beneficial factor for collaboration and success in any company or institution. Teams enable individuals to empower themselves and maximize the benefits of group cooperative work. Getting together with others may also help people grasp the value of cooperation and how companies work, as well as build a culture of collaborative success.

Concept of Organisation: Organisation is a social unit of people that is formed and controlled to satisfy a need or to pursue collective goals; alternatively, organization is a systematic arrangement of individuals to achieve the same precise aim. Every organisation is made up of three components: people, objectives, and a system. Goals are used to describe the objective. Each organisation has a methodical framework that identifies its members; some are managers, while others are operatives. According to Caroline (2018), an organisation is a social entity whose objective is directed, purposefully designed activity systems with a predetermined boundary.

Concept of Performance: Samsonowa (2019) utilizes the term "performance" to refer to an organization's/level/degree departments of goal achievement rather than individual performance. This definition was largely inspired by Krause's work (2019). Here are the definitions on which she based her conclusions (Venkatraman, 2016). Any strategy's performance is put to the test throughout time;

- Effectiveness is measuring output to determine if they help accomplish objectives.

- Efficiency is the measurement of resources to determine if the bare minimum is utilized in the creation of certain products.

Lebas (2021): Performance is about effectively deploying and controlling the causal model components that lead to the timely achievement of stated objectives within the limits particular to the organization and the scenario (Lebas, 2021). Dwight (2019): the degree to which an objective is met (Dwight, 2019). According to Andersen and Fagerhaug (2002), it is sufficient to have reached a place where performance has supplanted productivity and is widely accepted to cover a wide range of aspects of an organization - from old productivity to the ability to innovate, attract the best employees, maintain an environmentally sound outfit, or conduct business in an ethical manner (Cicineli, 2018).

Communication on Organisational Performance: Rabey (2018) found that effective communication in the workplace is important for the good performance of the company. Managers with strong communication skills can properly explain their ideas to their subordinates, ensuring that they grasp what they're searching for and can actively contribute to the business. A lack of communication can lead to employee dissatisfaction, poorer productivity, absenteeism, and greater turnover. According to Mussel White (2021), communication must be a two-way process to be effective. Communication should be a step-by-step process that involves not only keeping employees up-to-date with up-to-date business development but also exchanging information between two or more parts of all levels of the organization. You also need to include behavioural patterns such as body language and facial expressions, rather than simple word exchanges. There are several other factors that affect employee performance, such as leadership style, organizational culture, and social relationships, but creating effective communication channels is the most cost-effective way to improve productivity. It's an expensive method.

Mulika (2020) conducted a study on the same topic, with the main goal of determining the influence of communication on organisational performance in the Oman banking industry. The study's data was acquired from one hundred twenty (120) employees of an Oman bank. Furthermore, the study's researchers utilized a variety of statistical tests, including correlation and regression analysis. The former analysis sought to investigate the link between communication and organisational performance, whereas the latter sought to establish if the teamwork measure or independent variable, in this case team members' knowledge sharing, had an influence on organisational performance. Finally, based on the research data analysis, the study's authors determined that teamwork has a significant positive effect on organizational performance of the study's selected bank.

Cooperation on Organisational Performance

According to Herzberg (2020), the importance of cooperation in improving employee performance in a period of heightened competition cannot be overstated. Teamwork promotes team efficiency and effectiveness. It gives the team a sense of ownership while also allowing them to exert maximum effort in achieving organizational performance-related goals. Furthermore, cooperation fosters the development of diverse abilities and talents, which in turn encourages and facilitates individual growth within the team.

Cohen and Bailey (2019) performed a research to analyze the influence of collaboration on employee performance at the Higher Education Department of Khyber Pakhtoon Khawa in Pakistan's Peshawar Province. The researchers employed several collaboration measures in their study, such as team members' spirit, trust, and recognition and reward, to predict the influence of these teamwork measures or independent variables on employee performance. Furthermore, as a research tool, the researchers of this study used self-administered surveys, which were sent to four government degree institutions for boys and girls in the Peshawar and Kohat region. Furthermore, the researchers explained and analyzed research data using a combination of regression and correlation analysis. Correlation analysis was used to assess the relationship between the study's variables, whilst regression analysis was used to investigate the influence of collaboration on employee performance at the Higher Education Department of Khyber Pakhtoon Khawa. The researchers concluded that there is strong evidence that teamwork measures such as team members' spirit, trust, and recognition and rewards have a positive and significant influence on employee performance of the Higher Education Department of Khyber Pakhtoon Khawa (KPK), Peshawar Province of Pakistan.

Theoretical Framework

The research presents a few general ideas that are relevant for understanding what drives an individual, such as psychological motivation theories because the goal of teamwork is to create motivation.

Theories of Psychological Motivation: The "need hypothesis" holds that an individual's behavior may be explained by his requirements in a given setting. "Maslow's hierarchy of demands," which was published in 1954, is the most well-known theory in industrial psychology. According to this concept, human motives are ordered in a hierarchy. Individuals are only driven by unmet wants. The fundamental requirements (food, housing, clothes, and safety) and psychological needs, such as a sense of belonging, a sense of accomplishment, and relationships, are the two levels of needs in the pyramid in a business setting. (Boyt, Lusch, & Mejza, 2005)

3.0 Methodology

Survey design is used in this study because the study elicits information from the respondents and established the relationship between the independent variables (Communication and Cooperation) and the dependent variable (Organisational Performance) of Selected Banks (Ecobank and Firstbank) in Abuja Metropolis. The population of the study comprised the One hundred and Fourteen (114) permanent employees of Ecobank and Firstbank in Abuja Metropolis. The Taro Yamane formula $n = N / (1 + Ne^2)$ is applied to determine the appropriate sample size based on the population at 95% confidence interval and 5% error margin. Data for this study was acquired through the primary source with the help of a weblink-administered questionnaire. The respondent's non-public data was shown with inside the first five (5) questions. The relaxation of the dialogue targeted the variables worried with inside the study. The survey questionnaire is made up of basically closed and open-ended questions. When it became necessary for respondents to supply detailed information, open-ended questions were used. The effect of the independent variables on the dependent variable was measured using regression analysis with the aid of Statistical Package for the Social Sciences (SPSS) version 26.

4. Data Presentation, Analysis and Interpretation

The data is presented and analysis carried out based on the 114 number of respondents that started and completed the survey.

Profile of the Respondents

Table 1: Respondents Demographic Characteristics

Variables	Categories	Frequency	Percentage
Sex	Male	60	53.00%
	Female	54	47.37%
Age	18-24	10	8.77%
	25-34	44	38.60%
	35-44	34	29.82%
	45-54	18	15.79%
	55-64	8	7.02%
Marital status	Single or never married	32	28.07%
	Married	60	53.00%
	Separated	6	5.26%
	Divorced	4	3.51%
	Widowed	8	7.02%
	Prefer not to say	4	3.51%
Qualification	Secondary	2	1.79%
	Diploma/NCE	4	3.51%
	Degree/HND	48	42.11%
	Post Graduate	60	53.00%
Work Experience	0 - 3 years	28	24.56%
	3 - 5 years	26	22.81%
	5 - 10 years	30	26.32%
	10 - 15 years	16	14.03%
	15- 20 years	12	10.53%
	Above 20 years	2	1.75%

Source: Author's Field Survey August, 2022

First, the respondents were classified based on sex. The analysis revealed that 53.00% of the respondents are *Males* while 47.37% are *Females*. The data analysis also shows that majority of the respondents 38.60% are within the age group 25 – 34 years, followed by those whose age group fall between 35 - 44 years 29.82%, 15.79% are within the age bracket 45 - 54 years, 8.93% of the respondents fall within age bracket 18-24 while 7.02% of the respondents are from age bracket 55-64 . As regards the marital status of the respondents, analysis revealed that 53.00% are *married*, and the remaining 28.07% are *single*. 7.02% of the respondents are *widowed* and 3.51% *divorced*. 3.51% of the respondents prefer not to say their marital status. The respondents were further classified according to their educational qualifications. It was found that the majority of the respondents 53.00% have Post Graduate Degree, 42.11% of the respondents have Degree/HND, 3.51% have Diploma/NCE while 1.82% have Secondary

School Qualification. However, the analysis further revealed that 24.56% of the respondents have 0-3 years' work experience, 22.81% of the respondents has 3-5 years' work experience, 26.36% of the respondents has 5-10 years' work experience, 14.03% of the respondents has 10-15 years' work experience, 10.71% of the respondents has 3-5 years' work experience while 1.75% of the respondents has over 20 years' work experience.

Table 2: Communication Improves organisational performance of selected banks

	Answer	Count	Percent
1.	Strongly Agree	72	63.16%
2.	Agree	34	29.82%
3.	Undecided	2	1.75%
4.	Disagree	4	3.51%
5.	Strongly Disagree	2	1.75%
	Total	114	100%
Mean: 1.509	Confidence Interval @ 95%: [1.289 - 1.729]	Standard Deviation: 0.848	Standard Error: 0.112

Source: Field Survey August, 2022

From the respondent's opinion, 72 respondents representing 63.16% of the respondents strongly agree, 34 representing 29.82% agreed, 2 respondents representing 1.75% remain undecided, 4 representing 3.51% disagreed, and 2 respondents representing 1.75% Strongly Disagreed. Mean (1.509) was used to establish the average value of the data while standard deviation (0.848) gave the dispersion in the data. High mean presents majority of the respondents strongly agreed with the statement presented to them while low standard deviation translates to low dispersion in their response. From the Analysis of the responses in the 5-point Likert questionnaire, we can conclude descriptively that Communication improves organisational performance of the selected banks.

Table 3: Cooperation Improves organisational performance of selected banks

	Answer	Count	Percent
1.	Strongly Agree	62	54.39%
2.	Agree	48	42.11%
3.	Undecided	2	1.75%
4.	Disagree	2	1.75%
5.	Strongly Disagree	0	0.00%
	Total	114	100%
Mean: 1.509	Confidence Interval @ 95%: [1.345 - 1.672]	Standard Deviation: 0.630	Standard Error: 0.083

Source: Field Survey, August, 2022

In the respondent's opinion to know if cooperation improves organisational performance of selected banks, 62 respondents representing 54.39% of the respondents strongly agreed, 48 representing 42.11% agreed, 2 respondents representing 1.75% remain undecided, 2

representing 1.75% disagreed, and 0 respondents representing 0.00% Strongly Disagreed. Mean (1.509) was used to establish the average value of the data while standard deviation (0.630) gave the dispersion in the data. High mean presents majority of the respondents strongly agreeing with the statement presented to them while low standard deviation translates to low dispersion of their response. From the Analysis of the responses in the 5-point Likert questionnaire we can conclude descriptively that cooperation improves organisational performance of selected banks.

Hypotheses Testing

Hypothesis 1

H₀: Communication have no significant effect on the organisational performance of selected banks.

Table 6: Test for Coefficients
Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.486	.204		2.382	.019
	Communication	.895	.043	.892	20.866	.000

a. Dependent Variable: Organisational Performance

Table 7: Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.794	.33178

a. Predictors: (Constant), Communication

b. Dependent Variable: Organisational Performance

Source: Field Survey, August 2022

Table 6 and 7 reveals a strong positive correlation coefficient of (R= 0.892) between the dependent variable (Organisational Performance) and the independent variable (Communication). The R-Square value of 0.795 implies that 79.5% of the variations in organisational performance can be explained by communication. The output also shows the unstandardized β of 0.895; a standardized β of 0.892 and a p-value = 0.000. Therefore, by having a P-value of <.005, the result indicates statistical significance. In other words, based on the outputs ($R^2 = 0.795$ $P < 0.000$ & $\beta = 0.892$), it can be concluded that communication has a significant effect on organisational performance.

We, therefore, reject the null hypothesis:

H₀: Communication has no significant effect on the organisational performance of selected banks.

And accept an alternate hypothesis:

H₁: Communication has a significant effect on the organisational performance of selected banks.

Hypothesis 2

H₀: Cooperation has no significant effect on the organisational performance of selected banks.

Table 8: Test for Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.901	.204		4.411	.000
	Cooperation	.813	.043	.872	18.813	.000

a. Dependent Variable: Organisational Performance

Table 9: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.757	.35961

a. Predictors: (Constant), Cooperation

b. Dependent Variable: Organisational Performance

Source: Field Survey, April 2022

Table 8 and 9 indicated a strong positive correlation co-efficient of (R= 0.872) exist between cooperation and organisational performance. The R-Square value of 0.760 indicates that 76% of the variations in customer satisfaction can be explained by customer support services. The output also shows the unstandardized β of 0.813; a standardized β of 0.872 and a p-value = 0.000. The output also shows that by having P-value of <.05, the result also reaches statistical significance. In other words, based on the outputs ($R^2 = 0.760$; $P < 0.000$ & $\beta = 0.872$), it can be concluded that cooperation has a significant effect on the organisational performance of selected banks.

We, therefore, reject the null hypothesis:

H₀: Cooperation has no significant effect on the organisational performance of selected banks.

And accept an alternate hypothesis:

H₁: Cooperation has a significant effect on the organisational performance of selected banks.

5. Conclusion and Recommendations

Having examined the effect of teamwork on the organizational performance of selected money banks (Ecobank and Firstbank) in Abuja metropolis, the study concluded that the determinants of teamwork (communication and cooperation) have a positive significant effect on the organizational performance of selected money banks (Ecobank and Firstbank). The result agrees with the study of Cohen and Bailey (2019) which concluded that teambuilding

has an impact on team effectiveness. Also, the study agrees with the study of Jones et al, (2017) which concluded that teamwork has a significant effect on the organisational performance of deposit money banks. These studies clearly show the effect of teamwork on organizational performance. From the findings, the study recommends that Ecobank and Firstbank in Abuja Metropolis should improve on strategies that improve communication amongst workforce. Also, banks should encourage attitudes like listening which promotes cooperation amongst the workforce to improve teamwork.

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