

Effect of Teamwork on Organizational Performance in Nigerian Revenue Service (NRS), Abuja

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Abstract: *This study examines how teamwork affects organisational performance in the Nigerian Revenue Service (NRS), with particular emphasis on the Corporate Headquarters in Abuja. As a key institution responsible for Nigeria's revenue generation, the NRS depends on effective teamwork to meet its operational targets. The study considers core teamwork dimensions—communication, collaboration, trust, leadership, conflict resolution, and shared goals—and how they relate to performance outcomes such as service delivery efficiency, employee productivity, quality of work, and stakeholder satisfaction. A descriptive research design will be used, drawing on primary data (questionnaires and interviews) and secondary sources (NRS reports and records). The population comprises 341 headquarters staff, and the study will capture views across departments and levels of seniority. The findings are expected to show a strong positive link between effective teamwork and improved organisational performance, and to offer practical recommendations for strengthening team structures, communication processes, and performance management in the NRS and similar public institutions.*

Keywords: service delivery efficiency, employee productivity, quality of work, stakeholder satisfaction

INTRODUCTION

The benefits associated with teamwork have been acknowledged as vital to the success of organisations. People who collaborate in teams utilise their energies, resources, and skills to accomplish mutual goals easily. It is worth noting that the best concepts may fail if there is no collaboration and coordination between parties. Teamwork can be defined as the process through which a group of individuals interacts and works together towards common goals. In other words, teamwork can be viewed as a form of collaborative effort undertaken by a group of people in an organisation. The concept of teamwork is particularly significant in boosting public sector efficiencies. According to Ismael (2023), teamwork entails employees collaborating on common targets while prioritizing organizational targets over personal targets. This means teamwork is an indication of cooperation, communication, and development of trust by the team members to act collectively. Like Ismael, Karpenko et al. (2022) suggest that teamwork encompasses the concerted efforts of the

individuals involved for the sake of achieving topnotch outputs. From a similar perspective, according to Qamari et al. (2020), teamwork encompasses interaction within the group members to ensure successful outcomes of the team and quality of output. Also, Syakur et al. (2020) emphasize the need for trust in order to maintain stakeholder relations within the group.

Teams are preferred today since they can successfully complete certain tasks and objectives that individuals find hard to accomplish. Evidence reveals that teamwork leads to effectiveness within organisations and their success in general. In essence, teamwork helps boost the performance of staff members as well as assist them in acquiring the necessary knowledge, skills and competences needed in order to be able to handle the challenges of the workplace environment. Even though teamwork has numerous positive sides, creating an atmosphere of teamwork in certain organisations may prove to be challenging – especially those where individualism prevails. Organisations usually reward achievements of individuals rather than teams, thus, making it hard for teams to develop. Poor relations and low cohesion within the staff can be observed in the public sector frequently – therefore, the importance of conducting this study cannot be underestimated. Indeed, one needs to change previous habits and approaches that encouraged people's successes individually, whereas team efficiency heavily relies on individual behavior – including trust.

Research on human resource management (for example, Jawabre et al., 2020; Adi & Hameed, 2020; Adbule & Aydınta, 2020) indicates that cooperation among workers leads to high productivity. Trust helps in achieving openness in communication, enhancing team influence and improving how employees handle their tasks. Management can establish trust in employees by communicating freely, respecting them, being consistent, showing competence, and being fair. In the Nigerian public sector, it has been difficult to attract and retain competent workers that will help to achieve national development in the country. It is for this reason that it becomes necessary to develop practical interventions especially where: Individualistic attitudes are widespread; and Teamwork is introduced into long established institutions that have traditionally celebrated individual achievement.

In the present day, today's managers must constantly face problems related to the issue of leadership and coordination in order to ensure productivity in their teams, involving capable individuals who could help increase the performance of the organisation. Problems with strategy, hostile climate in the teams, ineffective leadership, poorly defined roles, insufficient staffing, demotivation, inappropriate training programmes, and lack of trust among team members are some of the usual weaknesses of managers that may lead to poor teamwork, thereby leading to lower productivity in the public sector. Considering the above issues, this research will focus on the importance of forming cohesive teams, and thereby increasing productivity in an organisation through the analysis of the impact of teamwork on organisational performance in Nigeria. In most public institutions, people tend to work against each other, motivated by issues of ethnic politics and self-interests.

Teams have an indispensable function in aiding organizations in achieving success, especially when there is stiff competition in today's world. When teamwork structures are lacking within an organization, they can find themselves having difficulties in generating inputs and outputs which would help in their performance. The significance of teamwork is well documented but despite this, organizations continue to suffer from inefficiency and inability to improve performance. Otukei Denis and Kabanda Richard (2024) observe that good teams improve cohesion where members will learn from each other and hence perform better. In the same way, Hutapeya et al., (2024) state that teamwork

increases efficiency, productivity and performance of employees' tasks. Notwithstanding the above, there are still many organizations that fail to attain productive levels. These problems include the lack of effective strategy, unfriendly team atmosphere, poor team leadership, non-learning from experience within the team, unclear task assignments, poor staffing, low motivation, inadequate training, and poor trust or team spirit.

The above problems affect the performance of the Nigerian public sector. For instance, Anah and Ozoh (2024) studied teamwork development in the public hospitals of Anambra State using shared values, mutual trust, and team roles as performance predictors. In the same vein, Layal Bokaii (2023) evaluated the relationship between teamwork and employee performance within the NGO sector in Beirut, Lebanon, through trust, compensation, and performance variables. The fact that these issues persist shows there is definitely a gap, which will support the need for carrying out this research. There is need to know about the influence of team spirit, team commitment, team trust, and team collaboration on team effectiveness, organizational effectiveness, and organizational performance. The influence of these factors on organizational effectiveness and performance becomes even more pertinent in Nigeria's public sector, since organizational objectives can only be achieved through intra-organizational cooperation.

The relevance of this research work comes from the fact that studies dealing with teamwork and organizational performance are quite scarce, especially within Nigeria's public sector organizations. Several previous research studies such as Otukei Denis & Kabanda Richard (2024) and Vo Hong PHUONG (2022), for instance, have depended heavily on simple linear regression in assessing the effect of teamwork on employee productivity. The current study, on the other hand, adopts Chisquare analysis to investigate the effect of teamwork and organizational performance. Thus, the current study offers a somewhat modest but important contribution to the existing body of knowledge. Teamwork, as we all know, could help significantly boost productivity levels. Therefore, this research study would be relevant to various organizations, their management, workers, and researchers in the future.

In addition to its contribution to the knowledge base in human resource management and organizational behavior in a developing country context, the research also provides valuable information regarding the influence of teamwork on the performance of public sector organizations such as NRS that have a critical role to play in facilitating Nigeria's road infrastructure. Due to the heavy reliance on coordination in all areas within public sector organizations, it is crucial to understand the dynamics of teamwork to improve service delivery (Osborne, Radnor & Nasi, 2013). The effectiveness of teamwork enhances decision-making skills, fosters innovation and improves performance in public sector organizations (Anantatmula & Shrivastav, 2012). This research will help in making informed decisions in respect of team structures, training, and performance evaluation systems.

Academically, the study has made significant contributions to the existing body of knowledge in human resource management and organizational behavior in a public institution context in developing countries (Meyer, 2014). In addition, employees benefit from the study because it underscores how teamwork can improve productivity, communication, morale, and personal development factors that ultimately strengthen organisational outcomes (Kozlowski & Ilgen, 2006).

LITERATURE REVIEW

Conceptual review

Performance in an organisation is the extent to which the organisation achieves its goals and objectives. This is an encompassing measure that evaluates how effectively and efficiently the organisation functions, and the benefits it provides to the stakeholders, such as employees, clients, stockholders, and members of the general public. Performance in Government means the effectiveness with which government departments provide services to meet the expectations of citizens. A team consists of members with complementary skills that work towards a common objective. This is usually made up of two or more people that communicate, coordinate activities, and collaborate in the accomplishment of the task at hand. Thus, teamwork entails having a common vision, collaboration, and dedication towards accomplishing common objectives.

Another area where organisations have been known to perform well is where the employees demonstrate high organisational commitment. Commitment makes employees refrain from engaging in undesirable behavior like being absent from duty, coming late, and withdrawing from their duties. Rather, they facilitate organisational goals and improve competitiveness. High commitment may positively affect the perception of an organisation and make its external environment favorable. Moses & Nancy (2024) point out that performance within public organizations should be evaluated based on the efficiency of service delivery in areas like health, education, community development, and national programs. Efficiency in service delivery in all these domains rests in how the tasks are delegated and how efficiently the organizational resources are used. According to Julius (2024), teamwork is defined as an activity undertaken by people as a result of coordination in order to accomplish a common purpose. This is determined by both internal and external influences. These include external influences such as politics, economics, socio-culture, and technology. However, internal influences include aspects like leadership style, diversity in terms of personalities and skill levels, communication, and cohesiveness in the group (Margaret & Kazaara, 2024). Generally, it appears that teamwork is not only integral in good management practices, but is also vital for increasing organisational productivity (Lydia et al., 2024).

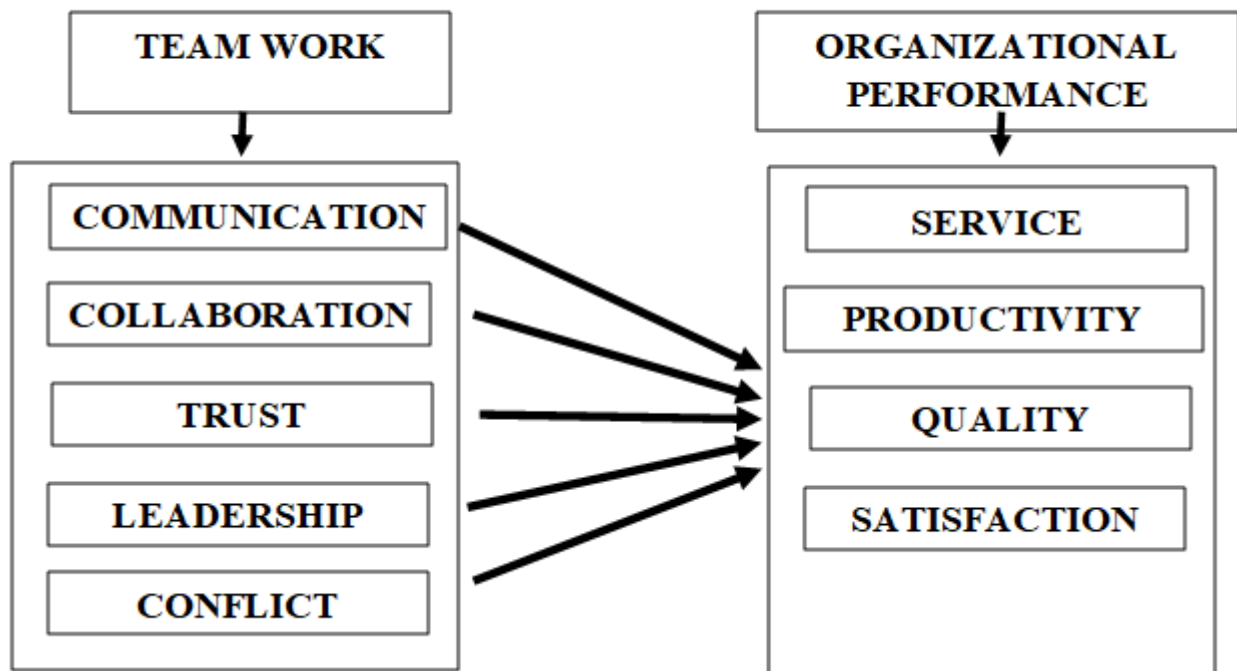
Working in a team facilitates ownership of responsibility in work and also enables employees to take advantage of the combined efforts in teamwork (Alex & Kazaara, 2023). In light of this, many employers value employees with team working capabilities as this enhances collaboration and use of diverse talent and perspectives within an organisation (Ntirandekura & Alex, 2022). For this reason, many organisations divide the workforce into various types of teams including management teams and operation teams—so as to enhance efficiency (Christopher, Moses et al., 2022). Moreover, there is a close relationship between leadership, trust, and teamwork (Schartel Dunn et al., 2021). Most managers recognise the significance of collaboration in achieving organisational objectives. As a result, when workers are encouraged to collaborate and receive assistance when needed, their performance level rises. Collaboration may boost efficiency and confidence among the participants, resulting in a more positive and constructive atmosphere (Gonzalez, 2021).

Conceptual frameworks define the significant factors in a study and explain their relationships. This study's conceptual framework depicts the relationship between various aspects of teamwork and organisational performance at the NRS. This study defines teamwork as collaborative actions and interactions among workers in pursuit of organisational objectives. Teamwork is expected to be

associated with organisational performance depending on several variables such as communication, cooperation, trust, commitment, leadership, and conflict management skills.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



Conceptual Framework

Figure 1.0.1

Theoretical Review

Typically, team formation follows several stages. As per Tuckman's theory, teams are formed because of passing through several stages such as forming, storming, norming, performing and ultimately adjourning. According to Tuckman (1965) and Tuckman & Jensen (1977), conflicts and roles help teams go through each stage smoothly. In addition to this, Belbin's team role theory identifies nine roles for team performance that require a balance between action-oriented roles, people-oriented roles, and thought-oriented roles to achieve success (Belbin, 1981). Considering all these factors, one can expect that NRS teams such as those involved in road maintenance will be more successful if their managers understand team development stages and allocate appropriate roles to their team members. Input process output (IPO) models suggest that the effectiveness of teams is influenced by the inputs such as skills, resources, team composition, processes like communication and coordination, and outputs such as production, efficiency, and satisfaction (McGrath, 1964). According to Social Interdependence Theory, cooperation-oriented goal structures facilitate cooperation and motivation among people, while competition or individual goal structures may reduce unity (Deutsch, 1949; Johnson & Johnson, 1989). Similarly, Goal Setting Theory emphasizes that specific and difficult goals facilitated by proper feedback are associated with improved performance; hence, NRS teams will perform better if they set achievable goals for themselves (Locke & Latham, 1990). In conclusion, these theories stress the significance of setting objectives, establishing cooperations, and balancing roles in order to deliver quality organizational results.

Empirical Review

Recently, there has been an increasing amount of research on team effectiveness. Evidence collected by different researchers highlights various patterns of the influence of teamwork on performance. For instance, Olatunji and Ajayi (2022) analysed how teamwork influences the success of projects implemented in the Nigerian Federal Ministry of Works and Housing. The authors concluded that teamwork facilitates better interdepartmental communication, boosts employee motivation, and ensures compliance with the set project schedules. Furthermore, poor cooperation between teams frequently results in project delays and defects in public-sector projects. In another study, Oyeleke et al. (2021) evaluated the connection between teamwork and organisational performance at AlHikmah University, focusing on 140 employees. According to the findings, teamwork-related variables such as interdependence and goal congruence accounted for around 79.8% of the variance in organisational accomplishment.

Gap in the Literature

While some research studies acknowledge the significance of teamwork in improving organizational performances in the public sector, there is little research literature in this respect. Majority of empirical studies conducted in the area tend to center their work on civil service organizations, educational institutions, and ministries, and adopt elementary analysis techniques including descriptive statistics or regression (Ogebo & Sule, 2023; Olatunji & Ajayi, 2022). Firstly, there is insufficient attention paid to the way in which teamwork contributes to organizational achievements of larger public organizations as well as in relation to organizational infrastructure such as the maintenance of roads. Secondly, not enough attention is paid to team structure (hierarchical versus flattened structure), team composition, and role distribution when analyzing their impacts on the efficiency of public works organizations. Also, there is not sufficient research done on the barriers to teamwork in Nigerian public organizations. Lastly, few comparative analyses exist regarding organizational culture across the region as well as across different organizations in Nigeria.

METHODOLOGY

This study will adopt a survey research design. The survey approach is suitable because it allows data to be collected from a defined group of employees within a manageable time frame. Since studying every member of the wider workforce is not practical, the survey design provides an efficient way to gather reliable information that represents the study population. The target population comprises staff at the upper, middle, and lower levels of the Nigerian Revenue Service (NRS) headquarters in Abuja, Nigeria. The total population is 341 staff members. Focusing on the headquarters ensures the study remains specific, organised, and easy to administer. A sample is a portion of the population selected for analysis in order to make inferences about the whole group. For this study, a census approach will be used because the headquarters workforce is relatively small. Therefore, all 341 staff members are included in the study.

Data was collected primarily through a structured questionnaire designed to address the research questions and test the hypotheses. The questionnaire is subdivided into two parts:

Part A: Segment information of respondents, **Part B:** Statements related to the research questions and hypotheses Responses was collected using close end options, allowing respondents to choose from preset answer categories. In this study, validity was supported through a test–retest approach. To enhance clarity and reduce ambiguity, all questionnaire items will be written in simple, direct language.

The questionnaires will be distributed and retrieved through direct contact to minimize loss and delays. Overall, the items are designed to capture respondents' attitudes, opinions, and perceptions relevant to the study. For ease of understanding, the data will be presented in simple tables, supported by percentage calculations. Each table will show the number and percentage of respondents for each item, making it easier to interpret the distribution of responses.

RESULTS AND DISCUSSION

The hypotheses were tested to confirm whether the assumptions stated before the empirical investigation are supported by the data. Hypotheses 1 to 4 were tested using the Chi-square (X^2) technique.

H01: There is no significant impact of teamwork on organizational productivity.

Observed Data From above Tables.

Responses	Table 4.4 Frequency	Table 4.5 Frequency	Table 4.6 Frequency	Total
Strongly Support	140	180	111	431
Support	94	47	102	243
Oppose	26	32	43	101
Strongly Oppose	13	14	17	44
TOTAL	273	273	273	819

Source: Fieldwork, 2026

KEY

Strongly Support (SA)
Support (A)
Oppose (D)
Strongly Oppose (SD)

Analysis of the Table:

Since ChiSquare (X^2) test tool will be used, it will accommodate even the midpoint unlike the Pearson's correlation coefficient.

The formula for ChiSquare (X^2) = $(Of - Ef)^2 / Ef$

Where: Ef = Expected frequency (Ef) = $RT \times CT / GT$; RT = Row Total; CT = Column Total; GT = Grand Total; EF = Expected Frequency (EF) = $RT \times CT / GT$

SA = $431 \times 273 / 819 = 143.49$
A = $243 \times 273 / 819 = 80.90$
D = $101 \times 273 / 819 = 33.63$
SD = $44 \times 273 / 819 = 14.65$

Tabular Calculations of Hypothesis 1

OF	EF	OFEF	(OFEF) ²	(OFEF) ² /EF
147	148.14	0.14	0.0224	0.000
95	83.22	12.76	163.0728	1.9592
22	29.31	9.2	86.50	2.9518
11	12.30	2.31	5.3823	0.4361
181	148.14	33.84	1145.8223	7.7340
46	83.24	38.22	1461.5328	17.5601
31	29.31	0.8	0.48	0.0166
16	12.32	3.68	13.5424	1.0992
115	148.15	33.15	1098.9225	7.4176
109	83.23	25.77	664.0929	7.9790
38	29.30	8.7	75.69	2.5833
11	12.32	1.32	1.7424	0.1414
				49.49

Source: Fieldwork, 2026The computed $X^2 = 49.49$ CRITICAL VALUE (CV) = **12.59**Degree of Freedom (df) = $p(r - 1)(c - 1)$ = $(3 - 1)(4 - 1) = 6$

Level of significance (beta B) = 0.10

The tabulated X^2 (critical value)= 6df 0.05 = **12.592****Decision Rule:** Accept the null hypothesis (H_0) If X^2 computed value is less than X^2 tabulated value (critical value)**Decision:** Since the calculated X^2 value (**49.49**) is greater than the tabulated (critical) value (**12.59**), the null hypothesis (H_0) is rejected and the alternative hypothesis is accepted. Therefore, the data indicate that teamwork has a significant impact on organisational productivity.**H02:** There is no significant difference between open door/ transparency management policy and team building in the organization's quest for increased productivity.

Observed Data from above Tables

Responses	Table 4.7 Frequency	Table 4.8 Frequency	Table 4.9 Frequency	Total
Strongly Support	150	135	138	423
Support	118	108	115	341
Oppose	5	26	7	38
Strongly Oppose	0	4	13	17
TOTAL	273	273	273	819

Source: Fieldwork, 2026**KEY**

Strongly Support (SA)
Support (A)
Oppose (D)
Strongly Oppose (SD)

Analysis of the Table:

Since ChiSquare (X^2) test tool will be used, it will accommodate even the midpoint unlike the Pearson's correlation coefficient.

The formula for ChiSquare (X^2) = $(Of - Ef)^2 / Ef$

Where: Ef = Expected frequency (Ef) = RT x CT/GT; RT = Row Total; CT = Column Total; GT = Grand Total; EF = Expected Frequency (EF) = RT x CT/GT

SA = $427 \times 273 / 819 = 142.33$
A = $341 \times 273 / 819 = 113.67$
D = $30 \times 273 / 819 = 10$
SD = $21 \times 273 / 819 = 7$

Tabular Calculations of Hypothesis 2

OF	EF	OFEF	(OFEF) ²	(OFEF) ² /EF
150	142.32	8.66	74.1689	0.5282
117	113.65	4.32	18.7389	0.1648
5	11	5	34	3.5
1	8	8	48	9
137	142.32	5.31	28.4189	0.1985
108	113.66	4.68	21.8189	0.1928
24	11	14	168	15.9

3	6	2	8	1.2847
138	142.34	3.34	11.0879	0.07890
115	113.66	0.32	0.1079	0.0008
34	11	8	24	2.4
16	6	11	101	14.2657
				45.535

Source: Fieldwork, 2026.

The computed $X^2 = 46.535$

CRITICAL VALUE (CV) = **12.59**

Degree of Freedom (df) = $(r - 1) (c - 1)$

= $(3 - 1) (4 - 1) = 6$

Level of significance (beta B) = 0.05

The tabulated X^2 (critical value)

= 6 df 0.05 = **12.59**

Decision Rule: Accept the null hypothesis (H_0) If X^2 computed value is less than X^2 tabulated value (critical value)

Decision: Since the calculated X^2 value (**45.536**) is greater than the tabulated (critical) value (**12.59**), the null hypothesis (H_0) is rejected and the alternative hypothesis is accepted. This suggests that opendoor/transparency management policy is significantly associated with team bonding in an organization's means for increased productivity.

H03: There is no significant impact of organizational culture on team spirit.

Observed Data From above Tables

Responses	Table 4.10 Frequency	Table 4.11 Frequency	Table 4.12 Frequency	Total
Strongly Support	144	181	112	437
Support	99	47	109	255
Oppose	19	33	40	92
Strongly Oppose	11	12	12	35
TOTAL	273	273	273	819

Source: Fieldwork, 2026.

KEY

Strongly Support (SA)
Support (A)
Oppose (D)
Strongly Oppose (SD)

Analysis of The Table:

Since Chi-square (X^2) test tool will be used, it will accommodate even the midpoint unlike the Pearson's correlation coefficient.

The formula for Chi-square (X^2) = $(O_f - E_f)^2 / E_f$

Where: E_f = Expected frequency (E_f) = $RT \times CT / GT$; RT = Row Total; CT = Column Total; GT = Grand Total; E_f = Expected Frequency (E_f) = $RT \times CT / GT$

SA = $437 \times 273 / 819 = 146$
A = $255 \times 273 / 819 = 85$
D = $92 \times 273 / 819 = 31$
SD = $35 \times 273 / 819 = 12$

Tabular Calculations of Hypothesis 3

OF	EF	OFEF	(OFEF) ²	(OFEF) ² /EF
144	146	3	5	0.0268
99	86	12	168	1.9782
21	31	12	120	3.9031
11	11	1	1	2
181	146	34	1226	8.3334
46	85	39	1521	17.8941
34	31	3	9	0.2903
11	10	1	1	0.1
114	147	33	1089	7.4082
110	85	25	625	7.3529
38	31	7	49	1.5806
11	10	1	1	0.1
				48.9786

Source: Fieldwork, 2026

The computed $X^2 = 48.9786$

CRITICAL VALUE (CV) = **12.59**

Degree of Freedom (df) = $(r - 1) (c - 1)$

= $(3 - 1) (4 - 1) = 6$

Level of significance (beta B) = 0.05

The tabulated X^2 (critical value)

= 6 df 0.05 = **12.59**

Decision Rule: Accept the null hypothesis (H_0) If X^2 computed value is less than X^2 tabulated value (critical value)

Decision: Since the calculated X^2 value (**48.9786**) is greater than the tabulated (critical) value (**12.59**), the null hypothesis (H_0) is rejected and the alternative hypothesis is accepted. Therefore, organisational culture has a significant impact on team spirit.

H04: Employee rewards system and recognition does not significantly impact on team spirit and organizational productivity.

Observed Data From above Tables

Responses	Table 4.13 Frequency	Table 4.14 Frequency	Table 4.15 Frequency	Total
Strongly Support	162	155	130	447
Support	73	95	117	285
Oppose	25	19	25	69
Strongly Oppose	13	4	1	18
TOTAL	273	273	273	819

Source: Fieldwork, 2026

KEY

Strongly Support (SA)
Support (A)
Oppose (D)
Strongly Oppose (SD)

Analysis of The Table:

Since ChiSquare (X^2) test tool will be used, it will include even the midpoint unlike the Pearson's correlation coefficient.

The formula for ChiSquare (X^2) = $(O_f - E_f)^2 / E_f$

Where: E_f = Expected frequency (E_f) = $RT \times CT / GT$

RT = Row Total

CT = Column Total

GT = Grand Total

E_f = Expected Frequency (E_f) = $RT \times CT / GT$

SA = $447 \times 273 / 819 = 149$
A = $285 \times 273 / 819 = 94$
D = $69 \times 273 / 819 = 23$
SD = $18 \times 273 / 819 = 6$

Tabular Calculations of Hypothesis 4

OF	EF	OFEF	(OFEF) ²	(OFEF) ² /EF
163	150	12	168	1.1182
70	92	21	482	5.2033
26	24.23	2.77	7.1279	0.2930
12	4.77	6.31	40.1689	8.5810
155	150	6	23	0.1666
93	92	2	2	0.0127
21	24.53	4.13	18.7289	0.7704
4	4.68	1.57	2.7689	0.5972
132	141	18	362	2.3908
142	92	52	2621	27.9673
25	24.36	1.37	2.7689	0.1156
1	4.66	4.47	21.3089	4.57
				50.8835

Source: Fieldwork, 2026The computed $X^2 = 50.8835$ CRITICAL VALUE (CV) = **12.59**Degree of Freedom (df) = $(r - 1)(c - 1)$ = $(3 - 1)(4 - 1) = 6$

Level of significance (beta B) = 0.05

The tabulated X^2 (critical value)= 6 df 0.05 = **12.59**

Decision Rule: Accept the null hypothesis (H_0) If X^2 computed value is less than X^2 tabulated value (critical value)

Decision: Since the calculated X^2 value (**50.8835**) is greater than the tabulated (critical) value (**12.59**), the null hypothesis (H_0) is rejected and the alternative hypothesis is accepted. This indicates that employee reward and recognition significantly influence team spirit and organisational productivity.

CONCLUSION AND RECOMMENDATIONS

Employees in most organizations participate in one team or more. If teamwork is efficient, it will revolutionize the work in many ways including better communication, increased productivity, enhanced morale, and improved sense of purpose. According to the findings from this research, teamwork, together with the appropriate human resource strategies such as open-door/transparency management, organizational culture, and reward and recognition strategy, is significantly related to organizational productivity. Hypotheses formulated for this research show that these strategies may help explain differences in productivity within Nigeria's public organizations. Consequently, organizations need to develop specific programs aimed at helping employees become more familiar with teamwork and human resource strategies in order to increase productivity in Nigeria.

The following recommendations are provided:

- i. Organizations that wish to become more productive need to improve their team-building efforts and implement techniques that can improve their team performance.
- ii. Government agencies and businesses need to embrace teamwork as one of their essential management approaches, particularly when dealing with problems in their operations. It is also important to review any current communication and consultation approaches that can ensure effective adoption and practice of teamwork.
- iii. Team members need to receive regular training and development to equip them with competencies needed to perform well in a team environment. Such competencies involve knowledge-based competencies (for example, task comprehension, team roles, task sequence) and skill-based competencies (such as flexibility, situational awareness, communication, and decision making).
- iv. Employees need to display high levels of commitment to their organizational responsibilities and tasks. In addition, organizations need to incentivize teams to perform effectively and meet their organizational objectives.

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