

Effect of Teamwork on Organizational Performance in Federal Road Maintenance Agency (FERMA) Abuja

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Abstract: *This study is to investigate the effect of teamwork on organizational performance in FERMA. The specific objectives of this study are to examine the impact of team spirit, employee commitment, employee's trust and collaboration on organizational performance in FERMA, Abuja. The research was carried out by survey design as a pattern for study survey. The population for this study was comprised of upper, middle and lower staff members of Federal Road Maintenance Agency, Abuja, Nigeria. The total population for the study is 341. The study adopt census approach as the entire head office is relative smaller. In this research, chi square method of data analysis was used to analyze the data collected for this study. The study established a positive significant effect of team work on organizational performance of the FERMA in Nigeria. Based on the findings, the study recommends that organization that wish to experience increase in productivity should embrace team development by applying practical skill/ strategies to maximize team performance and Team work approach should be adopted by other public agencies and other private organizations as an integral concept within their organizations, particularly as interventionist strategy to management of situations.*

Keywords: team spirit, employee commitment, employee's trust, collaboration, organizational performance

INTRODUCTION

Teamwork becomes a necessity in achieving work success and improve performance. Collaboration in a team will be a driving force that has energy and synergy for the individuals who are part of the teamwork. Without good cooperation, brilliant ideas will not emerge. Collaboration will unite the power of ideas that will lead to success. A team is a unit consisting of two or more

people who interact and coordinate their work for a specific purpose of improving the organization performance. Team work is a form of group work with complementary skills and commitment to achieving a common goal. This is very necessary to increase work efficiency in government organization. When workers collaborate to achieve a common objective while prioritizing the organization's interests, this is referred to as teamwork (Ismael, 2023). Teamwork is the ability of team members to work together, communicate effectively, anticipate and meet each other's needs, and inspire trust to produce coordinated collective action.

Team work is a form of consolidated work by each individual to produce a quality product (Karpenko et al., 2022). Also, Teamwork refers to a process that involves how team members interact for the success of the team or the final quality of the product (Qamari et al., 2020). Trust is stated to be an important component for maintaining sustainable relationships between all parties involved in business (Syakur et al., 2020). This opinion states that trust is needed to be able to build stable relationships and comprehensive relationships between the various parties involved in the interaction. Teams are becoming more and more popular because they can accomplish objectives that would be impossible for individuals to accomplish alone. Numerous studies have also demonstrated the importance of organizational teamwork in influencing organizational performance and success. To put it simply, the main goal of teamwork is to use an efficient method to raise employees' occupational performance as well as their personal competences and skills that meet job needs

One significant obstacle to implementing work teams is individual resistance, which can occur when organizations wish to introduce teams into a workforce that is primarily composed of people who were born and raised in an individualistic society. It is important to note that many organizations have historically fostered individual accomplishment. The difficulties with cordial working relationships and poor teamwork that seem to exist in Public sector are what made this study necessary. The apparent problem of developing team players in a culture that values individualism must also be addressed, as must the difficulties of integrating teams into a long-standing organization that has traditionally placed a premium on individual success. Teams' favorable outcomes depend on a variety of factors, including individuals. Team trust is a key component of a successful team. If people are to accomplish anything together in the long run, trust—belief in the morality, aptitude, or character of others—is necessary.

In the discipline of human resource management, many studies have empirically proved found positive impacts of the teamwork on the performance of employees, among those were done by Jawabreh et al. (2020), Adil and Hamid (2020). Adbulle and Aydintan (2019). When team members trust one another, there will be a more active exchange of information, more interpersonal influence and hence greater self- control. Communication, support, respect, equity, predictability, and competency are all ways that managers can foster trust. High-tech, polite, and managerial individuals must be able to work effectively in a team setting. Finding knowledgeable and driven new workers to tackle the challenges of guiding Nigeria's development is getting harder, though, thus an innovation needs to be found, tested, and implemented inside the Public sector to effect an

urgent change. Many workers find this to be a challenging, if not impossible, undertaking. The hardest part of developing team members will be when individualism is very prevalent. The teams are joining a well-established company that has always placed a high importance on individual success.

Today's managers, however, must constantly overcome leadership obstacles related to team management skills that will enable them to attain the intended outcomes, such as luring and retraining skilled experts that will leave a lasting impact for the organization. The prevalent managerial errors that have a detrimental effect on teamwork are the cause of the issues with the Public sector's performance that also made this study necessary. They are: Poor tactics, Hostile team environments, Ineffective team management, A failure to learn from team experiences, Unclear team assignments, Inadequate personnel, Poor leadership style in the organization, Poor leadership of the work teams, Lack of workforce motivation, Inadequate training, and A lack of trust.

This context sets the stage for this study, which aims to highlight the importance of creating a cohesive team that will boost productivity by examining the effect of teamwork on organizational performance in Nigeria. Most organizations members in Nigeria are working at cross purposes, engaging in politics of ethnicity and other parochial sentiments to the detriment of the organizations, particularly in public sector Agencies. In view of the foregoing, the study is motivated to explore and investigate the challenges or ills of poor team spirit on organizational performance in Nigeria.

Teams are essential to organizational success, as an organization struggles to improve performance and achieve competitive advantage in today's global world. Without the organization of teamwork, they cannot strive to have the necessary inputs and outputs to achieve. Even with that some organizations have achieved a low productivity with no performance improvement. According to, Otukey Denis & Kabanda Richard (2024) effective teams lead to cohesion among the team members who learn from each other to improve in their performance. Also, (Rico Marahaya Hutapeya et al., 2024) concluded that teamwork plays a very important role in improving efficiency, productivity, and employee work quality. In addition, Adamu Garba (2020) affirm that teamwork has a positive influence on all the three dependent variables of performance namely; service delivery, turnaround time and operational efficiency with the effect on service delivery and operational efficiency being statistically significant.

However, it has been observed that the expected level of productivity is still not achieved due to poor tactics, hostile team environments, ineffective team management, failure to learn from team experiences, unclear team assignments, inadequate personnel, poor leadership style in the organization, poor leadership of the work teams, lack of motivation, inadequate training, lack of team spirit and lack of trust which mostly occurred in Nigeria's Public sector. The Public sector appears to exhibit increasing and declining tendencies as a result of these issues, which are shared by other Nigeria businesses. For example, (Anah & Ozoh, 2024) studied teamwork development and organization performance in public hospital in Anambra State, Nigeria using shared values,

mutual trust and team roles as a predictors for performance in a teamwork. Also, Layal Bokaii (2023) carried out a study on impact of teamwork on the performance of the employees in the non-governmental sector in Beirut, Lebanon. The study measured teamwork against trust/compensation, it also measured the relationship between teamwork and increased in employee performance.

This obvious gap has given impetus to this present study which has been designed to show how members' team spirit, commitment, trust and collaboration can enhance the performance of the team in an organization. Determining the connection between collaboration and the success of certain Nigerian government sector is therefore crucial. On the basis of the above problems, the study examines the effects of teamwork i.e. (team spirit, commitment and collaboration) on the public sector (FERMA) performance, Abuja. The broad objective of this study is to investigate the effect of teamwork on organizational performance in FERMA. The specific objectives of this study are to examine the impact of team spirit, employee commitment, employee's trust and collaboration on organizational performance in FERMA, Abuja

LITERATURE REVIEW

Conceptual Clarification

Organizational Performance

The organizational performances can be how well an organization achieves its goals and objectives. It is a broad concept that measures the overall efficiency, effectiveness, and productivity of an organization in delivering value to stakeholders (like customers, employees, shareholders, and the community). However, in public sector performance can be how effectively and efficiently a government agency or public organization delivers public services, fulfills its mandate, and meets the expectations of citizens and stakeholders. Team can be define as group of individuals that come together to achieves organization goals. This can also be define as a unit of two or more people who interact in a coordinated manner to achieve a specific objective. Teamwork can be a common vision, and the ability to work towards organizational goals. Organizational performances" The quality of life in an organization can best be measured by the quality of service delivery provided primarily through national priority program areas, namely: new, health programs, educational programs, community development programs are charged with the responsibility of providing effective services through the delegation of functions and powers to the appropriate levels (Moses & Nancy, 2024).

Teamwork

Teamwork was the process of working together with a group of people to achieve a goal (Julius, 2024). However, External factors of teamwork are political, economic, social and technological factors that affect teamwork, while internal factors of teamwork are leadership style, diversity (culture, talent and personalities), communication, cohesion, etc. that affect teamwork (Margaret & Kazaara, 2024). Also, it is a well-known fact that teamwork is not only the basis of all successful management, but also a means to improve overall results in organizational productivity (Lydia et

al., 2024). Also, Teams enable individuals to take ownership and increase the benefit of cooperative work engaged in as a group (Alex & Kazaara, 2023). According to (Ntirandekura & Alex, 2022) argued that employers always emphasize the need to employ those (employees) who may be able to work with a team, and they (employers) generally talk about teamwork when they want to emphasize the need for diverse talents, various employees. However, organizations coordinate employees into different teams such as management team, production team, etc. (Christopher, Moses, et al., 2022). Also as the proxies of teamwork, Leadership, team trust, and team performance are all important areas to study because of the potential links between them (Schartel Dunn et al., 2021). Moreover, Managers and leaders understand the importance of collaboration in the workplace when it comes to accomplishing company goals and objectives. To increase productivity in the workplace, it is important to encourage employees to step up their activities and seek assistance from their superiors. Self-esteem and productivity will improve for everyone in the team as a consequence of the increased cooperation amongst them (Gonzalez, 2021).

Conceptual Framework

A conceptual framework outlines the key variables and presumed relationships in a study. For this topic, the focus is on how different aspects of teamwork influence organizational performance within FERMA. Teamwork refers to the collaborative efforts of employees to achieve common organizational goals. The relationship between the teamwork and organizational performance depend on the dimension or the various team indicators.

Communication: If Clear, timely, and open communicated, this ensures that tasks are well-understood, errors are minimized, and updates are efficiently relayed would enhance or faster service delivery, also reduce mistakes in road maintenance and Increased stakeholder satisfaction (public and government).

Collaboration & Support: this is when a team member's support one another, knowledge and workload are shared which boosts morale and collective problem-solving and increase employees' productivity and enhanced innovation in finding efficient road maintenance techniques or managing logistics

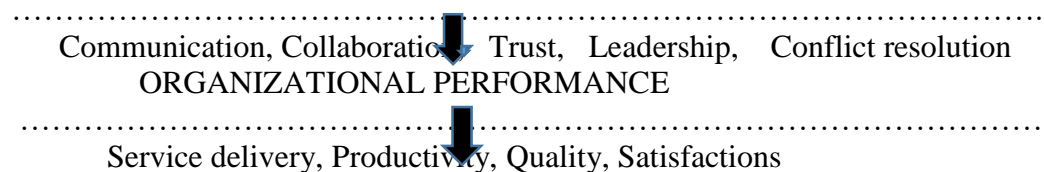
Trust: This create a psychologically safe environment, allowing members to focus on tasks without fear of blame or sabotage which will improve the quality of work and enhance team cohesion, reducing downtime from conflict.

Team Leadership: This is where effective team leaders coordinate efforts, allocate resources, and ensure deadline are met so as to increased timeliness in project execution and better alignment with the strategic goals.

Conflict Resolution: any team that resolve internal conflict quickly avoid disruption and can maintain focus on deliverable would have greater operational efficiency and continuity in project workflows.

Shared Goals & Vision: this is when all team members understand and buy into the organization's mission, their individual contributions are better aligned with the agency's broader goals which will improve strategic performance and enhance motivation and accountability.

TEAMWORK (IV)



Theoretical Review

First advanced in 1965, Tuckman's version is widely called a foundation for effective crew building (Tuckman, 1965). The most famous teamwork theory is Bruce Tuckman's "team stages model. Tuckman's version is extensive as it acknowledges the truth that companies do not start out completely-shaped and functioning (Tuckman & Jensen, 1977). Tuckman's indicates that groups grow through truly defined levels, from their creation as businesses of individuals, to cohesive, project-targeted groups. According to Tuckman (1965), effective teamwork does not occur instantly but evolves over time as team members interact, resolve conflicts, and build trust. Each stage is essential for the development of group cohesion and productivity. **Forming Stage:** This initial stage involves the assembly of the team. Members are generally polite but unsure of their roles, responsibilities, and the team's objectives. There is high dependence on a designated leader for direction. In the context of FERMA, this stage may represent the beginning of a road maintenance project where new teams are constituted and still exploring task expectations and interpersonal dynamics. **Storming Stage:** This phase is characterized by conflict, resistance, and competition among team members. Differences in opinions and working styles often result in misunderstandings or clashes. According to Tuckman, while this stage can be turbulent, it is necessary for growth. In an organization like FERMA, unmanaged storming could result in delays or project inefficiencies. **Norming Stage:** As conflicts are resolved, team members begin to develop mutual respect and understanding. Roles become clear, communication improves, and the team starts to function more cohesively. Norms and standards of performance are established. For FERMA teams, this may be the point where collaboration becomes more structured and aligned with organizational goals. **Performing Stage:** At this mature stage, the team is highly functional, collaborative, and productive. Members are motivated, competent, and able to make decisions independently. Tuckman noted that not all teams reach this level of development. In FERMA, teams at the performing stage are likely to deliver high-quality road maintenance services efficiently and on time. **Adjourning Stage:** This stage, added later by Tuckman and Jensen (1977), reflects the disbandment of the team after task completion. This can be a period of reflection,

evaluation, or transition. In FERMA's case, project-based teams may dissolve upon the completion of a road project, requiring reassignment or formation of new teams. Tuckman's model is built on several key assumptions: **Sequential Development:** Teams progress through the stages in a fixed sequence. Skipping stages may lead to dysfunction or underperformance. **Conflict is Necessary:** The storming stage is vital for airing differences and creating stronger group bonds. **Leadership Must Adapt:** Leaders must modify their style at each stage—for example, being directive in the forming stage and delegative in the performing stage. **Performance Improves with Maturity:** As the team matures through the stages, cohesion, trust, and overall productivity improve. **Dynamic Process:** Teams can regress to earlier stages if faced with changes such as new membership or task redefinition. **Balance of Task and Relationship Functions:** High-performing teams are those that manage both task achievement and interpersonal relations effectively. The significance of Tuckman's theory provides a practical lens for understanding how team development influences organizational performance in FERMA. Teams that are supported through the forming and storming phases can reach the performing stage more efficiently, where they contribute meaningfully to the agency's objectives, such as timely road repairs, infrastructure quality, and public satisfaction. Additionally, awareness of these developmental stages helps FERMA managers to intervene effectively when teams struggle with coordination, communication, or conflict.

Empirical Review

Over the last decade, considerable progress has been made in understanding team effectiveness. The results from a set of studies reveal a number of significant findings which will be classified according to the relationships. In Nigeria, Ogebo and Sule (2023) investigated the influence of teamwork on organizational performance in the Benue State Civil Service. The researchers used a structured questionnaire to collect data from 120 civil servants and applied regression analysis to test hypotheses. The results revealed that teamwork had a positive and significant impact on service delivery and operational efficiency ($p < 0.05$). However, the impact on turnaround time was positive but not statistically significant. Also, a study by Olatunji and Ajayi (2022) assessed the role of teamwork in enhancing project performance within the Federal Ministry of Works and Housing. The findings showed that teamwork significantly improved interdepartmental communication, employee morale, and project delivery timelines. The study emphasized that without effective team collaboration, public projects often suffer delays and quality lapses. Oyeleke et al. (2021) examined the effect of teamwork on organizational performance in Al-Hikmah University, a publicly-owned university in Nigeria. Using a sample of 140 academic and non-academic staff, the study applied regression analysis and found that teamwork factors—particularly team interdependency and goal alignment—explained approximately 79.9% of the variance in organizational performance. This indicates a strong and positive relationship between teamwork and organizational effectiveness in the public education sector.

Gap in the Literature

There is sufficient evidence to prove that teamwork and its effect on public organizational performance has not attracted much research interest. This could be seen from the few available

empirical works on the subject matter which mainly focus on civil service, educational institutions, or ministry. For example, Ogebo and Sule (2023) investigated the influence of teamwork on organizational performance in the Benue State Civil Service used basic statistical tools like regression analysis or descriptive statistics. Also, Olatunji and Ajayi (2022) assessed the role of teamwork in enhancing project performance within the Federal Ministry of Works and Housing also used basic statistical tools like regression analysis or descriptive statistics. This obvious gap has given impetus to existing research emphasizes individual/team member productivity, with less attention to how teamwork affects large-scale organizational outcomes in public institutions. This also show lack of studies by examining how team structure (e.g., hierarchical vs flat), roles, and composition affect performance in road maintenance/public works settings. In addition, insufficient investigation into the contextual challenges that limit effective teamwork in Nigerian public sector organizations, particularly infrastructure-focused agencies and no comparative studies between different regions or similar government agencies to determine whether teamwork impacts vary across organizational cultures.

METHODOLOGY

The research was carried out by survey design as a pattern for study survey. Study is however suitable here for the fact that the research is dealing with small number of population. It is easy if the researcher uses cross – section of the population which will equally be possible with the aid of survey method. The population for this study was comprised of upper, middle and lower staff members of Federal Road Maintenance Agency, Abuja, Nigeria. The total population for the study is 341. The rationale behind restricting the population of the members is to enhance effective participation. The study adopt census approach as the entire head office is relative smaller. Questionnaire is the main research instrument used for the study to gather necessary data from the sample respondents. In this research, chi square method of data analysis was used to analyze the data collected for this study. The Chi-square test is intended to test how likely it is that an observed distribution is due to chance. The test compares the observed data to a model that distributes the data according to the expectation that the variables are independent. Wherever the observed data doesn't fit the model, the likelihood that the variables are dependent becomes stronger, thus proving the null hypothesis incorrect.

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

The formular is given as: *O* stands for = Observed frequency, *E* stands for the Expected frequency

RESULTS AND DISCUSSIONS

It is necessary to test the hypothesis in order to ascertain the authenticity or negativity of the assumption or claims made by the researcher before the actual investigation was carried out. Hypotheses 1 to 4 were tested with Chi Square (χ^2)

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

Observed Data From Tables 1, 2 and 3.

Responses	Table 1 Frequency	Table 2 Frequency	Table 3 Frequency	Total
Strongly Agreed	148	182	115	445
Agreed	96	45	109	250
Disagreed	20	30	38	88
Strongly Disagreed	10	16	11	37
TOTAL	273	273	273	820

Source: Field Survey, 2025

Analysis of the Table:

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

The formula for Chi-Square (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 = $445 \times 273 / 820 = 148.15$
A = $250 \times 273 / 820 = 83.23$
D = $88 \times 273 / 820 = 29.30$
SD = $37 \times 273 / 820 = 12.32$

Tabular Calculations of Hypothesis 1

OF	EF	OF-EF	(OF-EF) ²	(OF-EF) ² /EF
148	148.15	-0.15	0.0225	0.000
96	83.23	12.77	163.0729	1.9593
20	29.30	-9.3	86.49	2.9519
10	12.32	-2.32	5.3824	0.4369
182	148.15	33.85	1145.8225	7.7342
45	83.23	-38.23	1461.5329	17.5602
30	29.30	0.7	0.49	0.0167

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
				49.88

Source: Field Survey, 2025

The computed $X^2 = 49.88$

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 calculated X^2 : **49.88** is greater than the X^2 tabulated **12.59**. We reject the null hypothesis (H_0) and accept the alternate hypothesis. Hence, from the available data we concluded that there is significant impact of teamwork on organizational 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 Tables. 4, 5 And 6.

Responses	Table 4 Frequency	Table 5 Frequency	Table 6 Frequency	Total
Strongly Agreed	151	137	139	427
Agreed	118	109	114	341
Disagreed	4	23	3	30
Strongly Disagreed	0	4	17	21
TOTAL	273	273	273	819

Source: Field Survey, 2025

Analysis of the Table:

Since Chi-Square (X^2) test tool will be used, it will accommodate even the mid-point 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

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

Tabular Calculations of Hypothesis 2

OF	EF	OF-EF	(OF-EF) ²	(OF-EF) ² / EF
151	142.33	8.67	75.1689	0.5281
118	113.67	4.33	18.7489	0.1649
4	10	-6	36	3.6
0	7	-7	49	7
137	142.33	-5.33	28.4089	0.1995
109	113.67	-4.67	21.8089	0.1918
23	10	13	169	16.9
4	7	-3	9	1.2857
139	142.33	-3.33	11.0889	0.07790
114	113.67	0.33	0.1089	0.0009
3	10	-7	25	2.5
17	7	10	100	14.2857
				46.535

Source: Field Survey, 2025.

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 calculated X^2 : **46.536** is greater than the X^2 tabulated **12.59**. We reject the null hypothesis (H_0) and accept the alternate hypothesis. Hence, from the available data we concluded

that there is significant difference between open door/ transparency management policy and team building in the organization's quest for increased productivity.

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

Observed Data from Tables. 7, 8 And 9

Responses	Table 7 Frequency	Table 8 Frequency	Table 9 Frequency	Total
Strongly Agreed	145	182	114	441
Agreed	98	46	110	254
Disagreed	20	34	38	92
Strongly Disagreed	10	11	11	32
TOTAL	273	273	273	819

Source: Field Survey, 2025.

Analysis of The Table:

Since Chi-Square (X^2) test tool will be used, it will accommodate even the mid-point 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 = $441 \times 273 / 819 = 147$
A = $254 \times 273 / 819 = 85$
D = $92 \times 273 / 819 = 31$
SD = $32 \times 273 / 819 = 10$

Tabular Calculations of Hypothesis 3

OF	EF	OF-EF	(OF-EF) ²	(OF-EF) ² /EF
145	147	-2	4	0.0278
98	85	13	169	1.9882
20	31	-11	121	3.9032
10	10	0	0	0
182	147	35	1225	8.3333

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: Field Survey, 2025

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 calculated X^2 : **48.9786** is greater than the X^2 tabulated **12.59**. We reject the null hypothesis (H_0) and accept the alternate hypothesis. Hence, from the available data we concluded that there is significant impact of organizational culture on team spirit.

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

Observed Data From Tables. 10, 11 And 12

Responses	Table 10 Frequency	Table 11 Frequency	Table 12 Frequency	Total
Strongly Agreed	164	156	133	453
Agreed	71	94	114	279
Disagreed	27	20	26	73
Strongly Disagreed	11	3	0	14
TOTAL	273	273	273	819

Source: Field Survey, 2025

Analysis of The Table:

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

The formula for Chi-Square (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

Tabular Calculations of Hypothesis 4

OF	EF	OF-EF	(OF-EF) ²	(OF-EF) ² /EF
164	151	13	169	1.1192
71	93	-22	484	5.2043
27	24.33	2.67	7.1289	0.2930
11	4.67	6.33	40.0689	8.5800
156	151	5	25	0.1656
94	93	1	1	0.0107
20	24.33	-4.33	18.7489	0.7706
3	4.67	-1.67	2.7889	0.5971
133	151	-19	361	2.3907
144	93	51	2601	27.9677
26	24.33	1.67	2.7889	0.1146
0	4.67	-4.67	21.8089	4.67
				51.8835

Source: Field Survey, 2025

The computed X^2 = **51.8835**

CRITICAL VALUE (CV) = **12.59**

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

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

Level of significance (alpha α) = 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 calculated X^2 : **51.8835** is greater than the X^2 tabulated **12.59**. We reject the null hypothesis (H_0) and accept the alternate hypothesis. Hence, from the available data we concluded that employee rewards system and recognition significantly impact on team spirit and organizational productivity. The major research findings are summarized as follows:

The study established a positive significant effect of team work on organizational performance of the public sector in Nigeria. This finding is consistent with findings of researchers such as M. U. Ismael (2023), Karpenko et al. (2022) and Qamari et al., (2020). The study established that when organizations run an open door policy and are also transparent in their dealings with their employees, team building becomes an easy and effective task as employees have total trust and confidence in their organization and they are able to put in their best into achieving higher productivity. Also, it was observed that good organizational culture can boost team spirit thereby improving their performance. Lastly, through the research work, it was observed that organizations with juicy incentives and rewards system for well performing teams achieve higher productivity as the employees are adequately motivated to carry out their task.

CONCLUSION AND RECOMMENDATIONS

In the work environment, almost everybody within the workplace is likely to be a member of one or more teams. Efficient team-working can transform the workplace. It can help create clear open channels of communication, improve productivity, help keep morale high and provide individuals with a sense of identity and purpose. In this research, statistical findings indicated that team work and other human resources best practices such as open door/ transparency management policy, good organizational culture, adequate employee rewards system and recognition were related to organizational productivity. Hypothesis tested have shown that human resource practices and teamwork can influence variance in organizational productivity in the public sector in Nigeria. This therefore calls for specialized training of all employees in organizations on the benefits of team works aimed at increasing human resource practices, which will ultimately increase employee and organizational productivity in Nigeria.

Based on the findings, the following recommendations are made:

That organization that wish to experience increase in productivity should embrace team development by applying practical skill/ strategies to maximize team performance. Team work approach should be adopted by other public agencies and other private organizations as an integral concept within their organizations, particularly as interventionist strategy to management of situations. And existing communications and consultation policies and procedures should be examined and changed where necessary, so that they support the introduction and maintenance of teamwork. Team members should be exposed to several training and development strategies necessary for effective team performance; such areas include knowledge-based competencies like strategy associations, teammate characteristics, accurate and shared task model and task sequencing and skill-based competencies – Adaptability situational awareness, communication and decision making. Employees should be encouraged to exhibit a high level of commitment towards organizational tasks and goals in order to ensure organizational performance. Organizations should adequately motivate teams with juicy incentives and rewards to enable them operate effectively and optimally for the achievement of organizational goals.

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