



## Teamwork and employee performance: The Nigerian banking sector perspective

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### Abstract

In today's competitive banking sector, teamwork is recognized as a critical driver of employee performance. However, deposit money banks in Nigeria faces significant challenges in maximizing the potential of teamwork due to issues such as distrust among team members, weak esprit de corps, and ineffective team leadership. These challenges are evident in low morale, frequent interpersonal conflicts, and inconsistent achievement of performance targets. Based on these problems, this study was designed to examine teamwork and employee performance: the Nigerian banking sector perspective. The specific objectives were: to examine the effect of team member's trust on employee performance in the Nigerian banking sector, to determine the effect of esprit de corps on employee performance in the Nigerian banking sector and to ascertain the effect of team leadership on employee performance in the Nigerian banking sector. Based on extensive literature review, it was concluded that teamwork plays a critical role in shaping employee performance in the Nigerian banking sector. Specifically, the study concluded that, a significant relationship exists between trust among team members and their performance. When team members trust one another, collaboration and efficiency improve, leading to better performance outcomes. The study demonstrated that a strong sense of unity and camaraderie among team members significantly enhances employee performance. A cohesive team environment fosters mutual support, motivation, and shared goals, which are essential for achieving organizational objectives. It was also concluded that effective team leadership has a significant positive effect on employee performance. Leaders who provide clear direction, inspire confidence, and manage team dynamics effectively contribute to higher levels of employee productivity and satisfaction.

**Keywords:** Teamwork, employee performance, team leadership, team trust, esprit de corps

### Introduction

As competition persists to change in the business context, individuals' capabilities within an organization have turned out to play an essential role in retaining presence in the market. Organizations seek hiring intelligent individuals so that the best utilization of time and financial inputs can be achieved. Employees, when they work in an environment focusing on team work, always achieve project targets, organizational targets, and due dates. The law of team work plays an essential role in enabling collaborative innovations by organizational players targeting mutual aims. Literature shows efficiency is increased if an assignment includes specialized expertise, sound advice, and diversified inputs across an extensive range (Obiekwe, Omah & Ibibhunun, 2020). Team work has turned out to play an essential role in enabling efficient functioning as well as achieving targeted performance, especially in industrial and organizational contexts (Schmutz, Meier & Manser, 2019) [58]. Due to the interconnected work assignments, work assignments, organizations understand the benefits attached to the application of team work. In achieving aims, many firms depend on organizational units functioning only through team work.

Nevertheless, both local competition and competition across the globe have pushed firms to rethink functions and, in some cases, lay off workers just to maintain efficiency and develop innovativeness (O'Neill & Mclarnon, 2018) [49]. In so doing, this has pushed firms to combine functional personnel with functional units, under the conviction that both functional and team goals shall be achieved. Team work by team players makes an organization. It allows them work as one unit, depending only on one another while distributing responsibilities toward achieving one goal

(Mayfield, Mayfield, & Walker, 2020) [38]. The principle of team building lies in people utilizing cognitive capacity to develop efficient means by which work gets completed both faster and accurately. By so doing, this relieves them of the burdens by delegating responsibilities, enabling many individuals work together toward achieving these responsibilities (Quintanilla & Wahl, 2019) [51]. In line with this, team building relies on two brains functioning best if only they work together (Bellomo, 2021) [10]. Most firms support team building in firms, as benefits outweigh any possible vices.

Organizations achieve missions through the efforts of individuals; however, when these organizations attempt to generate profits, it is necessary that these individuals must be grouped together as various teams. The organizational setup enhances efficiency in work, thus reducing human error while chasing the mission (Conference Board of Canada, 2017) [16]. The argument emphasizes the idea that teamwork forms the building blocks of an efficient organization, thus enhancing organizational performance, as well as employee productivity. Teamwork empowers individuals and has an influential effect on the progress of an organization. Empowerment by the organization, achieved through teamwork, directly contributes positively toward benefits, thus enhancing employee performance, enhancing organizational performance, as well as goal achievement. The argument stems from the idea that the time an individual takes to perform an assignment independently takes longer, typically, than work time invested while working together. Many managers prefer recruiting individuals showing efficiency while completing work within an environment that involves team work, as opposed to those showing efficiency while completing

assignments independently. Although organizational success relies greatly on employee performance, studies by Susanti *et al.* (2020) and Ibrahim *et al.* (2021) <sup>[64, 23]</sup> show that team work significantly contributes toward enhancing employee performance. However, poor coordination, coupled with an inability to provide opportunities for employee contributions by means of team building, inadvertently contributes toward poor performance by employees, ultimately causing the organization to fall short while chasing the mission and goal, efficiently. In this context, it becomes necessary to study the connection between team work, as well as employee performance, especially while viewed under the lens of a case study conducted by the Nigerian banking sector.

### Statement of the problem

The presence of two people is always better than one, as both can greatly complement one another. If one gets stuck, the other can lend support. But what happens when there is no one there to support the struggling one? This shows that work, which cannot be achieved by one, may well be accomplished by team work, thus placing emphasis on team work by employees. In today's competition in banks, team work has emerged as an essential factor in measuring the performance of employees. However, deposit money banks in Nigeria have it very tough maximizing the gains from team work due to various issues, including lack of trust, poor team spirit, and poor team leadership. These issues lead to poor work morality, repeated personal conflicts, and uneven achievement of performance targets.

Team trust is a foundational element of successful teamwork. Distrust among employees in the Nigerian banking sector has led to a lack of collaboration, withholding of vital information, and difficulty in achieving collective goals. Similarly, Esprit de corps, or the sense of unity and shared purpose within a team, appears to be diminishing. Employees in the Nigerian banking sector have felt disconnected from their teams, which contributes to low motivation and a lack of commitment to team objectives. Furthermore, team leadership, which should provide direction and resolve conflicts, has often been ineffective in addressing team dynamics in the Nigerian banking sector. Poor leadership practices, including favouritism, inadequate communication, and a lack of accountability, have exacerbated conflicts within teams, reducing overall employee performance. Hence, there is a need for a study to examine teamwork and employee performance: The Nigerian banking sector perspective

### Objectives of the study

The main objective of this study was to examine teamwork and employee performance: The Nigerian banking sector perspective. The specific objectives were:

1. To examine the effect of team member's trust on employee performance in the Nigerian banking sector
2. To determine the effect of Esprit de corps on employee performance in the Nigerian banking sector
3. To ascertain the effect of team leadership on employee performance in the Nigerian banking sector.

### Conceptual review

#### 1. Concept of teamwork

Mughal and Iraqi (2020) <sup>[40]</sup> had the opinion that team entails an aggregation of individuals teaming together

toward achieving mutual objectives and delivering quality work. In terms of context, Deemer, <sup>[17]</sup> Sharma, and Xu (2022) defined team as the creation and maintenance of an organization-specific team tasked with carrying out the mission of achieving one objective. Boet *et al.* (2019) <sup>[12]</sup> defined "teamwork" as an inclusive term describing various processes, both behavioural processes and emergent states. Teamwork involves the connotation of individuals collaborating together toward one vision or objective (Nartey, 2021). Teamwork serves as the driving force empowering individuals toward achieving extraordinary performance (Etherington *et al.*, 2021) <sup>[18]</sup>. Besides, teamwork permits increased productivity over individual work, as individuals work together toward achieving many responsibilities (Rosen *et al.*, 2018) <sup>[55]</sup>. In the work setting, teaming by individuals is essential, especially while achieving organizational objectives, wherein team players co-exist together (Reinerman-Jones *et al.*, 2019) <sup>[54]</sup>. Contribution by team players plays an essential role toward achieving the team objective, owing to the variance of inputs by team players, complemented by efforts by them collectively (Rosen, Ko, Langer, Loughnan, & Lunn, 2018) <sup>[55]</sup>.

In summary, Salas *et al.* (2018) <sup>[56]</sup> posit that teamwork refers to "coordination and cooperation among individuals toward achieving mutual aims." Not only does this definition underscore coordination and cooperation toward success, but it also emphasizes mutual reliance by team players. In addition, the literature recognizes that successful teamwork has the essential element of communications. Teamwork entails joint efforts whereby individuals aggregate efforts toward the attainment of performances greater than any one individual, thus showing the importance of teamwork in an organization (Rahma, 2019) <sup>[52]</sup>. Also, Susanti *et al.* (2020) <sup>[64]</sup> define teamwork as collaborative work by a team, complemented by diversified competences toward one goal, further complemented by leadership, communications, aimed at exceeding performance by individual efforts.

#### 2. Employee performance

Every human has the ability to perform various acts. The ability may either be an in-born quality found in people from birth, or it develops due to exposure. Notwithstanding human beings' ability to perform some acts, performance only happens under certain contexts. An ability to perform has an opposing term known as ability, while performance refers to an exhibition of ability. In line with the argument presented by Mangkunegara (2019) <sup>[36]</sup>, performance comes from Job Performance or Actual Performance, referring to work performance or accomplishments achieved by an individual. Quality and quantity of work products produced by an employee while carrying out allocated duties form an essential part of performance. In addition, performance stems from products resulting from the course of a process over a specified period, depending on terms agreed beforehand.

Consistently, the argument presented by Mangkunegara (2019) <sup>[36]</sup>, performance indicators involve several elements: quantity, referring to products that need to be completed or produced; the ability to work together as an individual team player; ability to communicate well with other co-workers; as well as the attitude and work initiation shown while carrying out duties. Quality refers to the creation of quality

work, together with the ability to exercise sound judgment, coordinate duties well, as well as accurately gauge technical expertise. Timeliness refers to whether work takes place as per the stipulated timeframe.

### 3. Esprit de corps and employee performance

Esprit de corps refers to the attitude and mind toward one's group, commonly known as team spirit. It refers to the concern that an employee shows toward fellow co-workers in an organization (Jaworski & Kohli, 1993). "Esprit de corps" comes from the French language, whereby "of the body" refers to "spirit." It reflects unity, commitment, and pride experienced by individuals together as one group. The term highlights an identity that makes the group distinct from other entities, creating an attachment that makes it exceptional (Collins English Dictionary, 2024) [15]. Traditionally found only in regiments, the term has gained application across other areas, including organizational management, whereby it plays an essential role in team building, as well as maintaining the level of morale (Grimsley, 2024) [20]. Esprit de corps reflects respect, care, and support that people show toward fellow individuals. It reflects unity of goal, together with commitment toward mutual aims (Oxford Learner's Dictionaries, 2021) [50]. Team spirit has also been defined as perceptions, values, and expressions one team player conveys toward other team players (Ifeyinwa, 2014) [24]. In addition, Iredia (2017) [25] theorizes that Esprit de corps refers to identification accorded an organization by attachment. In addition, *esprit de corps* includes active collaboration, whereby individuals get opportunities to attain excellent performance.

The concept of esprit de corps plays an essential role by creating unity, commitment, and team motivation. The principle, which emphasizes the need for team work and mutual aims, has proved to enhance organizational effectiveness across various aspects. Progressing collaborative efforts by team players, promoted by one of the basic tenets of Esprit de corps, enhances joint efforts toward mutual aims. Improved team work enhances the exchange, utilization, and application of information, ultimately resulting in increased productivity (Shiksha, 2024) [61]. In addition, an organizational climate that emphasizes the application of Esprit de corps makes team players communicate freely, enabling them to voice concerns as well as creative ideas. In this way, this environment may enhance decision-making, problem-solving, and conflict management abilities by team players. Employees exhibiting greater Esprit de corps tend to be predisposed toward achieving maximum performance. A greater identification, coupled with team pride, drives individuals toward meaningful contributions toward organizational success (Kemanci, 2018) [29]. In addition, team spirit boosts job contentment, as individuals find themselves valued and appreciated by the organization. Improved job contentment also aligns with less likelihood toward turnover, as individuals tend to remain committed toward firms that foster identification (Shiksha, 2024) [61]. In addition, Esprit de corps contributes significantly toward developing the capacity toward personnel resilience. In adversity, those units that display greater cohesiveness tend toward mutual support as well as formulating creative problem-solving strategies. Adaptability proves crucial toward firms facing abrupt change or pressures from the environment, as these cohesiveness units display greater

effectiveness toward solving issues (Kemanci, 2018) [29]. The presence of Esprit de corps contributes toward creating an optimal organizational climate rooted in values, norms, and an explicitly stated mission statement. Not only does this kind of environment support recruiting quality personnel, but it also greatly enhances the organizational brand internally as well as externally (Shiksha, 2024) [61].

### 4. Relationship between team member's trust and employee performance

In order for an efficient team performance, it must happen that there exists mutual trust across team players. Since you are the team leader, it is your responsibility to develop this trust across team players, thus enabling them to perform well and achieve organizational targets faster. In an environment with trust, team players are empowered to give unguarded communications across issues of limitations, emotional states, and criticisms (Giedraitis & Stašys, 2019; Ibrahim *et al.*, 2019) [19, 22, 23]. Many studies have shown that team players' performance, as well as organizational targets' achievement, are expected to enhance if there exists trust across the work environment, as trust has the effect of positively enhancing teamwork. In effect, trust across any team has been defined as an unfolding entity that includes trust in, trust for, or trust in future acts, spoken commitments, or past performances by other people, together with an inclination toward collaborating (Konak *et al.*, 2019; Konak & Kulturel-Konak, 2019) [33]. Since trust appears as an intention, disposition, or attitude, the assessment of other people's attributes plays an essential role while developing trust, causing individuals to trust other people due to observed attributes.

Members of successful teams show mutual trust, both toward one another as well as toward team leaders. Having trust within team members allows them to cooperate (Judge & Robbins, 2019) [28]. The trust grows as team members develop trust in one another's ability. According to Mickan and Rodger (2015) [39], there exists a correlation between team performance and trust. Trust acts as the cornerstone of team work behavior, building organizational synergy while maximizing employee performance. In support, building trust within an organization relies on empowering individuals. Organizing comes with the duty of creating an environment that allows trust building, thus, team building. Besides, organizations need to transform trusting behavior into an assessment system measuring organizational performance, thus, strengthening organizational values. Manz and Neck (2016) [37] argue that the best-performing teams result from an environment that exhibits unity, coexistence, and co-working; thus, measuring team performance should center on error minimization, quality, productivity, and, crucially, customer satisfaction (Mickan & Rodger, 2015) [39]. In conclusion, coexistence by team members relies on trust being accepted as the ultimate virtue of team culture. This arises due to the reason that trust offers team members an opportunity to discuss faults, accept blame, as well as address any issues open. Demonstrated trust by team members makes efficient team performance possible, as it allows them to build one another's ability collectively, rather than competing against each other. Besides, trust created by team members allows coordination while, at the same time, maximizing uniqueness (Bacon & Blyton, 2016) [7].

## 5. Team leadership and employee performance

Leaders are also expected to give directives, offer advice, effect change, and urge employees toward performance improvement by fostering commitment. Redmond (2017)<sup>[53]</sup> has argued that organizational leadership, coupled with organizational culture, drives any organization toward the attainment of defined aims and objectives. Any organization's performance has an intrinsic connection with the leadership exhibited by it. According to Bratton (2020)<sup>[14]</sup>, success or failure by any organization ultimately relies on the leadership composition. It is crucial that leadership formulates an explicit vision outlining the organization's way forward for its juniors. In so doing, it empowers the employees toward the attainment of defined targets, thus maximizing the organization's productivity. The benefits of team building toward developing leadership capacity by an organization are viewed from various facets. The majority argument presented toward team building has been over its basic role toward an organization while it grows. Effectiveness by team building toward developing leadership capacity has presented an excellent example toward the benefits accrued by this approach. A single employee by an organization has an inner urge toward work that achieves positive returns by them as well as by the organization. In the quest toward staying modern, successful, and creative, firms have always demanded efficient leadership capacity. Leadership has the duty of managing workforces while also developing fruitful relations by team players. Bish *et al.* (2022)<sup>[11]</sup> argue that commitment toward leadership by an organization relies upon the leadership capacity by an individual. Involvement plays an essential role in determining success in collaborative efforts by the team in managing talent (Kifordu & Igwe, 2022)<sup>[30]</sup>. Teamwork allows the leadership team to facilitate dialogue, track performance, and empower individuals to show greater suppleness and accommodation.

Scouller (2011)<sup>[59]</sup> suggested that successful team leadership requires creating an environment friendly enough for the team to develop as an efficient unit within the organization. Leadership performance, performance leadership, and leadership strategies are seen as necessary elements that play an influential role in team performance and behavior across any organization. In this context, it has been shown by Scouller (2011)<sup>[59]</sup> that there ought to be an abandonment of the tendency by leaders to blame the collaborative performance by team members. This change aligns with the need for commitment toward maximizing team performance. The goal of team behavior includes creating an environment whereby both team members and leaders display increased sensitivity toward personality, disposition, and other patterns of behavior identified by change agents as necessary toward team effectiveness. The approach relies significantly on the argument that increased team functionality is bound to happen when every team member recognizes contributions and understands the need for coordination and communication across the team, irrespective of ethnic variation in the work environment (Kifordu & Iwelu, 2022)<sup>[31]</sup>.

### Theoretical framework

This study was anchored on Belbin's team roles theory and Tuckman's teamwork theory

### 1. Belbin's team roles theory

Belbin's Theory of Team Roles, also known as Belbin, was first developed by Belbin in 1981<sup>[8]</sup>. Belbin's theory outlines nine distinct team roles played by every team member. These team roles include the plant-innovator, specialist, completer-finisher, resource investigator, shaper, coordinator, monitor evaluator, team worker, and implementer. Every team, as stipulated by Belbin's theory, has an approach to work, which is an inner quality possessed by individual team players, setting them apart from other team players, enabling them to move forward (Belbin, 2012)<sup>[9]</sup>.

Belbin's theory is anchored by the argument that people have various capabilities and attributes; thus, employers are responsible for building efficient teams by unveiling the diversified capabilities possessed by team players. A team consisting of diversified capabilities develops solutions faster. Chances of success are greatly increased when team players play positions that best suit them. In addition, there exists an advantage and disadvantage attached to every team role, necessitating the team leader fully understands these dynamics (Belbin, 2012)<sup>[9]</sup>. A team leader must understand the varying capabilities possessed by team players. In order to attain success, it requires empowering team players by assigning them positions that best suit them, as opposed to focusing on areas of weakness. If an employee has an unassigned role that does not suit them, it contributes to poor performance, as less valued duties get overemphasized, ultimately harming team effectiveness as well as organizational effectiveness (Kriek, 2019)<sup>[35]</sup>.

This theory has particular relevance in this study, as it outlines a clear method for team leaders managing individuals in an attempt to achieve organizational success. It empowers team leaders to hire individuals specifically well-suited for particular duties, thus aiming to boost general performance. The definition of team functions allows an understanding of personal capabilities, further creating successful communications both by the staff and the administrators. In addition, it opens the way for developing excellent teams while also enabling reinforcement of established teams, so that every employee understands the benefits this has toward the work environment, ultimately leading to an increased level of productivity.

### 2. Tuckman's teamwork theory

The theory was created by Bruce Tuckman in 1965,<sup>[65]</sup> describing four developmental steps: Forming, Storming, Norming, and Performing. The theory states that any team has an unproductive initial period, only later developing into an efficient unit. In addition, it states that three elements are crucial in defining team success: process, content, and feelings (King & Lawley, 2013). Feelings refer to the team players' relations, content refers to the mission that has been tasked to the team, while process refers to the way the team attempts these missions.

1. **Forming:** In this period, this refers to the initial time when team players strive to understand the reason for their assignment to the team. In this period, team players' cognitive processes are not coordinated, as individuals still question the reason for inclusion in the team.
2. **Storming:** In this phase, people tend to develop conflicts while trying to understand their positions

within the team. Members tend to want to clarify issues relating to responsibilities expected of them, as well as processes necessary to meet these responsibilities. The period may involve confusion, as team players strive to comprehend the reason for team creation, as well as personal duties tasked to them. In this way, this phase may result in lack of concentration, as well as poor performance.

3. Norming: In this phase, team members work together to develop norms and processes that allow them to get work completed. The team leader allocates duties to team members and later offers advice regarding the best way to carry out those duties.
4. Performing: This is the last stage of development, whereby team members focus on delivering obligations while, at the same time, developing personal relations aimed at building team spirit and enjoyment within the work environment.

It assumes that team development requires going through well-outlined stages so that it may develop. Any team that has operated cohesively over time has the likelihood of developing positively (King & Lawley, 2013).

The importance of this study lies in the demonstration that success by any team greatly relies on the processes it has experienced. It adds to the understanding of team evolution, as well as the expected issues experienced while going through various development stages.

### Empirical review

Arifin (2024) <sup>[2]</sup> conducted an analysis of the impact of teamwork toward employee performance, an analysis of the impact of organizational commitment toward employee performance, and an analysis of the concurrent effect toward employee performance, both by teamwork and organizational commitment. The sample was 100 employees from PT Telkom Indonesia. The method of data analysis conducted was multiple regression analysis. The result of analysis indicates that teamwork has an effect significantly toward employee performance. Organizational commitment also has an effect significantly toward employee performance. Both teamwork and organizational commitment also have an effect significantly, together, toward employee performance. In line with findings and conclusion from this study, several recommendations may be implied; firms need to develop teamwork by building trust toward team members, building efficient communications, assigning responsibilities, and giving rewards; firms need also to develop organizational commitment by building an enabling work environment.

Azuka and Ifeanyi (2024) <sup>[6]</sup> explored implications of teamwork toward employee performance, specifically exploring the implications toward the banking industry, as case study Guaranty Trust Bank Plc. Fears over the prevalence by personal egoism, referred to as individualism, over teamwork, an endemic cultural problem in today's modern work environment, had the tendency to result in decreased performance, as well as productivity. By employing survey research method, sample size of 200 Guaranty Trust Bank Plc Lagos, correlation analysis by the study was conducted toward analyzing the correlation toward team work, other determinants, team spirits, trust, rewards, as well as recognition, toward employee performance. Findings indicated there exists very strong,

positive correlation toward team work toward employee performance, emphasizing the need toward building team work organizational culture. Recommendations included building policies toward fostering team work so toward enhancing both employee performance, as well as organizational performance.

Nduhura, Natamba, Kasirye, Ainebyon, and Nduhuura (2024) explored the effect of teamwork on employee performance in Kampala, focusing specifically on Exquisite Solution Limited as a case study. The general goal of the study aimed to find out whether team effectiveness, enabled by effective team communications, has an effect on employee performance at Exquisite Solution Limited; whether effectiveness of leadership by the team influences employee performance at Exquisite Solution Limited; and whether management rewards have an effect on employee performance at Exquisite Solution Limited. A descriptive study method was conducted through single-firm analysis. In an attempt to get a sample size of 50 respondents, case study methodology, coupled with purposive and simple random samples, was implemented. Secondary data were collected so as to give an overview description of the phenomena under study. The findings established that productivity by the workers enhances in an environment defined by quality team communications by team members as well as across the organization. In addition, quality communications across the organization allow the workers to carry out duties smoothly, get relevant information relating to duties, and understand the organization's aims. Authors claim that the presence of an orderly organization develops an environment that allows quality decision-making. The study supported the claim that increased productivity by the workers has an effect tied specifically to both team communications effectiveness as well as organizational communications effectiveness. In addition, the study explored the effect of team work by Kampala Small Medium Enterprises, specifically through the case study approach of Exquisite Solution Limited. In conclusion, the study presented proof of the effect by employee performance due to effectiveness in communications. Consequently, effective communication has proved to be an essential tactic used to boost employee performance, ultimately yielding benefits both to the organization as well as the employees, in achieving their ultimate aims. In addition, trust has proved to positively and significantly relate to employee performance, as shown by findings. Developing trust entails building reliance upon one another's dependability and capability; thus, the presence of trust among team players develops synergy in the organization, while, at the same time, enhancing employee performance, considering that trust inherently relies both on dependability as well as ability.

Adomako, Agor, Terkperthey, Mensah, Akakposu, and Dwomoh (2024) <sup>[2]</sup> did an analysis focusing on the effect of teamwork on organizational performance, specifically through the case study context of the Yilo Krobo municipal assembly. A quantitative approach was implemented, whereby the sample included all the employees of the assembly. A hundred and thirty-six (136) people took part in the study through the utilization of the simple random sampling method. Questionnaires were the data collection instruments. The data collected were analyzed via the Statistical Package for the Social Sciences (SPSS) coupled with the Process Macro module, enabling descriptive,

correlational, reliability, moderation, and regression analysis. The study findings indicated there exists a significant and positive correlation between organizational performance and teamwork, while it also shows that gender does not act as an intervening variable between organizational performance and teamwork. In addition, it is suggested that management must provide equal opportunities and equity, thus empowering individuals, irrespective of gender, to perform, cooperate, and excel in team contexts. Also, the study highlights the need to boost organizational performance via teamwork, coupled with the need for an inclusive approach to harness the advantage of teamwork across various sexual orientations.

Bokaii (2023) <sup>[13]</sup> conducted an examination of the effect of team work on the performance of employees in non-governmental organisations. The general objective of this study was aimed at discovering the importance of team work in the work environment, as well as elements necessary in creating an ideally efficient, productive team. Managers and supervisors concur that team work plays an important role in achieving organizational aims and objectives. In an attempt to obtain the most relevant data from the respondents, the survey instrument had been prepared, and it had been sent via Google Docs. More than 300 individuals accepted the survey, out of whom questionnaires had been completed by 250 individuals. Collected data had later been analyzed by the application of the SPSS tool so as to obtain findings. Findings indicate that non-governmental organisations employing collaborative approaches in work environment perform well as those organisations that employ collaborative approaches. These organisations, it had found, achieve greater cohesiveness due to greater collaboration. Again, findings indicate that compensation plans have an effect on team performance in non-profit agencies. Again, scholars had established that there exists compensation-incremental effect in the work environment, further indicating greater team performance. It is, therefore, necessary that rewards are awarded to the team if it achieves success by the non-governmental organisation. Oditia, Kifordu, and Eromafuru (2023) <sup>[30, 45]</sup> conducted an examination of the effect of team work on the productivity of employees in targeted telecommunications firms in Delta State. The specific study aims stated below: to determine the effect of team trust on employee productivity across randomly sampled firms across Delta State; to determine the effect of reward and recognition across employee productivity across randomly sampled firms across Delta State; and to determine the effect of leadership across employee productivity across randomly sampled firms across Delta State. A cross-sectional study method was implemented. A sample size of 62 individuals sampled across a population base of 273, specifically across this study. Simple random sample methodology was implemented across this study. A single tool across the form of structured questionnaires was implemented across this study. Multiple data analysis strategies were implemented across this study. These strategies included descriptive statistics, correlation, and regression analysis. Analysis was implemented by utilization of the computer application, Statistical Package for Social Sciences (SPSS), release 25. The findings indicate that team trust ( $\beta = 0.181$ ,  $P < 0.05$ ), reward and recognition ( $\beta = 0.602$ ,  $P < 0.05$ ), and leadership ( $\beta = 0.128$ ,  $P < 0.05$ ) positively correlate across employee productivity. Besides, the findings indicate that the team

work dimension significantly contributes (40%) across employee productivity variance. The study established that team work has an effect across employee productivity specifically across the context across telecommunication firms. Among various recommendations, the study recommends that management should develop an efficient system across awarding rewards, develop team functioning so that there exists team work, and develop an environment across that exists as friendly, transparent, and one across that has trust, thus enabling synergistic collaboration across employees. The study also established trust as an essential team values factor, creating harmony amongst team players while inspiring them toward distinct organizational goals. Hsu and Nyammsuren (2023) <sup>[21]</sup> researched the effect of the work environment, together with team work, on commitment by an employee. An online survey instrument was conducted, yielding data that comprised 141 valid questionnaires. A descriptive analysis, correlation analysis, tests of linear correlation strength, associations calculations, and multiple regression analysis, aimed at clarifying intervening variable-dependent variable relations, guided the study. The study findings supported almost all the formulated hypotheses. In line with findings, the respondents agreed that work satisfaction determines commitment; when an employee feels satisfied in work, there are increased chances that the employee will stay within the organization.

Okunlola (2023) <sup>[47]</sup> had an analysis of the determinants' effect, compensation, and work performance on NECO employees' work performance. The study, conducted under the positivism paradigm, had the descriptive survey approach. Purposive sample method choice was employed while selecting samples out of NECO employees, while the sample by chance method (random sample method) chose samples out of individuals from the general sample of 1,000 registrars from secondary schools. The study had one general question, while four tests of hypotheses had been conducted across the study. Two instruments had been employed by this study. Frequency counting, percentages, Pearson product-moment correlation, and multiple regression analysis had been conducted to analyze data. Findings had shown exceptional work performance by NECO employees. A correlation had shown an effect by compensation on work performance ( $R = 0.864$ ,  $\text{Sig} = 0.023$ ). A correlation had shown an effect by work performance by teamwork ( $R = 2.072$ ,  $\text{Sig} = 0.022$ ). A correlation had shown an effect by work performance by training ( $R = 0.143$ ,  $\text{Sig} = 0.008$ ), while cumulative determinants had independently forecast NECO employees' work performance ( $F(3, 136) = 2.224$ ,  $p < 0.05$ ). These findings had proved that the determinants independently play essential determinants' effect of NECO employees' work performance in Oyo State, Nigeria. Management, by extension, must give these determinants the due care, importance, and seriousness so as to enhance NECO employees' performance.

Apriliani and Sirojuzilam (2022) <sup>[4]</sup> had conducted studies focusing on studying and analyzing work commitment and team work influences toward employee performance at Bukit Duabelas National Park (BTNBD), whereas support by the leader had played the role as intervening variable. The study population covered the whole BTNBD personnel, classified specifically as Civil Servant, consisting both personnel echelon and personnel staff. A census method,

consisting of all study population elements, had been implemented, consisting of 47 personnel studying. Analysis had conducted by means of Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. Findings reveal work commitment has an effect positively toward employee performance, whereas team work also has an effect positively toward employee performance. Noteworthy, support by the leader does not intervene toward work commitment effect toward employee performance, nor toward team work effect toward employee performance. Leader support, by this study, has defined only as an independent variable, not intervening factor.

Jacobs and Arinze (2021) <sup>[26]</sup> had examined the influential power of team work toward organizational performance, specifically targeting Igbariam, focusing specifically Igbariam Coscharis Rice Mill. The researcher had defined three foremost aims, first, discovering team personnel abilities influencing organizational performance toward Coscharis Rice Mill, Igbariam, second, analyzing team personnel's Esprit de corps influencing organizational performance toward Coscharis Rice Mill, Igbariam, and last, discovering team personnel trust influencing organizational performance toward Coscharis Rice Mill, Igbariam. In conformity with these aims, three questions of study and three hypotheses had been established. The study had relied on Belbin's Team Roles Theory, developed by Belbin (2012) <sup>[9]</sup>. The method implemented had conducted by means of survey, whereby data had collected from both first sources and second sources. The methodology used in data gathering included the utilization of questionnaires, together with interviews, conducted randomly across the personnel of Coscharis Rice Mill. The sample included three hundred and seventy-six (376) people. The hypotheses were analyzed by applying the method of ANOVA, using a level of significance of 0.05%. The findings from this study indicated that team members' abilities significantly affect the organizational performance of Coscharis Rice Mill in Igbariam; further, the team members' Esprit de corps also has an effect on the organizational performance of Coscharis Rice Mill in Igbariam; finally, trust created across team members also has an effect on the organizational performance of Coscharis Rice Mill in Igbariam. The study advocates that team members' abilities must positively affect the performance of employees across the organization; as such, there exists a need for management to strive to form a team blessed with the necessary abilities that will support successful performance, while also ensuring that one ability does not overshadow others. A team's Esprit de corps makes people work together, trusting one another. This must be promoted by placing people together by mind, thus enabling the organization to attain maximum utilization of such teams.

Musa and Nasiru (2021) <sup>[41]</sup> analyze the impact of team work on organizational performance in Adama Beverages, located in Yola. Survey research method was utilized, while the sample included the entire Adama Beverages Nigeria Ltd staff, consisting of 710 individuals. A survey instrument (questionnaire) was the data-collecting instrument, while data gathered from the respondents had the analysis conducted through percentage analysis. Findings reveal an indication of correlation between study variables ( $r = 0.888, 0.955, 0.958$   $P < 0.05$ ). A majority of information conveyed by management to personnel proved incomplete and imprecise, while further, directives issued by the

management level from time to time lack consistency as well as clearness, while information released by other departments has unreliable dependability. In many cases, personnel within the organization rarely engage in exchange of information as well as opinions due to the reason that the management level does not offer them the necessary information. The study, therefore, recommends the management level of Adama Beverages located in Yola to offer any information conveyed to personnel as complete as well as accurate, while enhancing day-to-day operational efficiency. In case directives are issued by the management level, it must be clear as well as consistent, so it does not cause confusion. In addition, personnel must also be empowered by management so that relevant as well as accurate information exchanges across departments, necessary for organizational progress, while also ensuring an unobstructive flow as well as exchange of opinions across the organization; the management level must offer personnel the information that is actually necessary.

<sup>[3]</sup> (2020) presented an analysis discussing the effect of team work on organizational performance, specifically focusing on the case study of First City Monument Bank. The work has previously been commented upon by other scholars, while other studies focusing on this subject matter continue to unfold. The data were gathered via an original survey, whereby questionnaires were issued to the personnel of First City Monument Bank, utilizing descriptive statistics, factor analysis, correlation tests, and regression analysis. The findings established that team work cohesiveness has an effect, both significant and positive, on organizational performance, defining organizational performance as a subset of operational performance, while defining team work as a subset of unit performance; further, it established that team work cohesiveness increases group cohesion, while also developing an environment of ownership by personnel.

Adhikari (2020) <sup>[1]</sup> conducted an analysis of the effect of teamwork on organizational productivity in Nepalese commercial banks. Questionnaires, well-developed for surveying, were sent out to 500 people from 27 Nepalese commercial banks, but only 350 people gave them back, out of which data analysis was conducted. A causal comparative study, utilizing a descriptive method, was conducted, wherein organizational productivity (dependent variable) was checked against various independent variables, team trust, work environment, training and development, and Esprit de corps, by correlation analysis. Multiple correlation analysis, alongside multiple regression models, was conducted for data analysis. Organizational productivity had positively correlating values, whereas the findings from the regression analysis indicated the presence of significant, positively valued findings for the beta coefficient. Also, it has been found that the work environment proved to be the strongest factor, while training and development proved to be the least. Also, it must be prioritized by Nepalese commercial banks that team trust, team work, and Esprit de corps must be increased, as these elements play an essential role in organizational productivity. In order to boost productivity, Nepalese commercial banks need to work toward team trust, team work, and an environment, alongside giving enough scope for training and development.

Sri, Nurdasila, and Harmani (2020) <sup>[62]</sup> also conducted an experiment analyzing the influences of leadership, team

dynamics, and compensation toward work satisfaction, and further implications toward employee performance, especially those located in the Aceh Education Office. Using Slovin's formula, the sample of the study comprised 206 employees, sampled proportionately by their various positions. The data were collected by employing questionnaires. Collected data later analyzed by Structural Equation Modeling (SEM), enabled by applying AMOS 22.0. Findings reveal that leadership, team dynamics, and compensation significantly influence both work satisfaction and employee performance, as well as the performance of the Aceh Education Office. In addition, leadership, team dynamics, and compensation also significantly influence employee performance and service performance, mediated by work satisfaction.

Okoro (2019) <sup>[46]</sup> also explored team spirit, also known as Esprit de corps, effect on leadership effectiveness across higher education institutions. A correlational study approach was used, targeting the management personnel from three Rivers State located higher education institutions, specifically Ignatius Ajuru University of Education Rumuolumeni, the University of Port Harcourt, and Rivers State University, representing the study population. A sample size of 100 personnel was targeted. A measuring instrument, known as the Esprit de-corps and Effective Leadership in Higher Education (EDAELHE), was used in the study. The study conceptual framework, together with assumptions, included four constructs, personality, team spirit, authority delegation, and professionalism, as independent constructs, while leadership effectiveness acted as the dependent variable. Empirical data indicated that team spirit, professionalism, authority delegation, and personality had an effect on leadership effectiveness, while leadership effectiveness also increased organizational productivity. In this context, it was found that team spirit has an effect on both employee performance, as well as leadership effectiveness. Management, therefore, was advocated to give greater importance to those policies, as well as those programs, aimed at building team spirit across personnel.

Samwel (2019) <sup>[57]</sup> makes an analysis over the importance of team work over the performance of the employees in firms located in Tanzania's Lake Zone areas. Team work forms one of the determinants crucial in enhancing organizational performance. A survey study approach, complemented by stratified random sample, was utilized, whereby data were gathered from firms located in Tanzania's Lake Zone areas, totaling a sample size of 102. Structured questionnaires guided the data gathering, while various analytical approaches, including descriptive statistics, correlation analysis, parametric tests (T-test), and regression analysis, guided the examination over data, whereby findings were presented in tabular form. Findings from this study reveal an overwhelmingly positive correlation over team work and performance by firms located in Tanzania's Lake Zone areas.

### Conclusion

Based on the issues raised, it has been found that team work has an essential role to play in the performance of bank employees. In particular, it has been found that there exists an established correlation between team trust and performance. Improved coordination, efficiency, and quality performance are noted when team players show mutual trust. The study proved that unity, team spirit, and

coherence play an influential role in employee performance. A work environment that has unity, support, encouragement, and common aims has a positive effect on organizational performance. In addition, it has also been found that team leadership has an influential and positive effect on employee performance. Through developing clear vision, trust building, and team processes coordination, managers enhance productivity, efficiency, and job satisfaction. In the light of the issues raised, further studies should empirically examine the effect of teamwork on employee performance. Further studies can also examine other dimensions of teamwork not covered in this study.

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