

## VALUING EMPLOYEE PRODUCTIVITY THROUGH THE PARTICIPATIVE TEAMWORK APPROACH OF TELECOMMUNICATION FIRMS

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### **Abstract**

*The study examined the influence of teamwork on employee productivity in selected telecommunication firms in Delta State. The specific objectives of the study are to; determine the effect of team trust on employee productivity in selected firms in Delta State; ascertain the effect of reward and recognition on employee productivity in selected firms in Delta State and examine the effect of competent leadership on employee productivity in selected firms in Delta State. The study adopted a cross-sectional research design method. A sample size of 62 was chosen out of the 273 population of the study. The simple random sampling technique was adopted for the study. The instrument that was used for data collection is a single set of structured questionnaires. In this study, statistical techniques of data analysis were used. The list includes descriptive statistics, correlation, and regression analysis. All analysis was done using the statistical package for social science (SPSS) software version 25. Findings showed that team trust ( $\beta = 0.181$ ,  $P < 0.05$ ), reward and recognition ( $\beta = 0.602$ ,  $P < 0.05$ ), and competent leadership ( $\beta = 0.128$ ,  $P < 0.05$ ) have a positive effect on employee productivity. Findings showed that 40% of the change in employee productivity was brought about by the dimensions of teamwork. The study concluded that teamwork has a significant positive effect on Employee productivity in telecommunication firms. The study recommended amongst others that Managers must plan and design an appropriate reward system for the employee and encourage their participation in team arrangements for effective performance to be achieved and also create a conducive and trustable environment for synergetic teamwork. The study demonstrated that trust is a very crucial aspect of the team values and way of life which brings about togetherness in achieving specific goals of an organization.*

**Keywords:** *Telecommunication, Employee Productivity, Teamwork.*

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## **1. Background to the study**

The most valuable resource in any given organization is its workforce. The company must encourage teamwork among its employees and ensure that these resources are used to their full potential to meet its objectives. According to Chukwudi (2014), teamwork is defined as the actions of employees who are brought together to achieve a common goal while prioritizing the interests of the organization. Musa & Nasiru (2021) assert that teamwork entails a group of individuals supporting one another to accomplish a specific goal. According to Kelemba et al. (2017), teamwork is the process of forming groups of employees to complete a specific task. Their definition is in line with this claim. To accomplish a specific goal, teamwork requires cross-sectional collaborative engagements (Khuong and Tien, 2013). Employees' empowerment and teamwork are some of the factors affecting job satisfaction (Jalal & Putri, 2015). Given that job satisfaction is a crucial factor in determining employee productivity in any organization, it is crucial to pay close attention to it. Positive effects on organizational performance are avoided by job satisfaction (Bakotic & Babic, 2013). In particular, it encourages workers to produce quality work and maintain their competitiveness so they can support themselves.

Teamwork is a tactic that, according to Salman & Hassain (2016), has the potential to boost productivity in both individuals and organizations but needs to be fostered over time. In light of environments that are becoming more competitive, organizations need to consider performance improvement strategies and entrepreneurship capital, Kifordu, et al (2021). Entrepreneurship Top managers must have the courage to let teams play a significant role in decision-making, the vision to introduce teamwork activities within the organizations, and the sensitivity to nurturing it (Khan & Al-Mashikhi, 2017). Teamwork is an important factor in an organization's smooth functioning. Most of the organizational activities become complex due to technological advancement so teamwork is a major focus of many organizations (Ooko & Odundo, 2015). For any team to achieve their laid down goals, there must be trust among the team members, members must be recognized and rewarded accordingly and competent team leaders who are knowledgeable and possesses the relevant skills to head a team must be chosen. Trust makes each member consider the competencies of each member and think of how to develop them for organizational success.

Team reward and recognition serve as motivation for the attainment of a specified level of performance. Through teamwork, the individual members of the teamwork keep each other in

check so that they realize the group reward. Group rewards are appealing to the employees and closely linked to improvements in performance. The rationale behind it is that people are usually motivated to improve performance by working harder or creatively developing different ways of achieving a specific objective in return for a financial reward (Wanyeki et al., 2019).

Organizational teamwork begins with the leadership formulation of business strategies that are aimed to achieve the objectives and communication of the mission, vision, and values to the teams for execution and team-based planning (Tania et al., 2016). Leadership is a major component of effective teamwork in the organization especially in response to the challenges in which the team members face (Bacon & Blyton, 2016). The leadership needs to encourage the team and respond to the issues collectively in the team environment without partiality and blame game. The leaders are watchful for individual teams whose intention is to break up the unity.

### **The Problem**

There is sufficient evidence to prove that teamwork and its effect on employees' performance in an organization, has not attracted much research interest. This could be seen from the few available empirical works on the subject matter. Apart from this, the popular independent variables that have been used as components of teamwork to predict employee job performance from the few available studies, range from interpersonal skills to communication without consideration for the leadership abilities of the members of the team, trust of team members, recognition and reward, etc, as factors that could better predict Employee productivity of teamwork. For example, Walid and Zubair (2016) studied the impact of effective teamwork on employee performance in a public sector organization in Malaysia, using communication, interpersonal skills, team cohesiveness, and accountability as predictors of performance in teamwork. Also, Agwu (2015) carried out a study on teamwork and employee performance in Bonny Nigeria. Liquefied Natural Gas Plant, Rivers State of Nigeria. The study measured teamwork against motivation/commitment, it also measured the relationship between teamwork and increased employee productivity. This obvious gap has given impetus to this present study which has been designed to show how a level of trust for one another, recognition and reward, and competent leadership can enhance the performance of the team in an organization.

## **Objectives**

1. Determine the effect of team trust on employee productivity in selected firms in Delta State
2. Ascertain the effect of reward and recognition on employee productivity in selected firms in Delta State
3. Examine the effect of competent leadership on employee productivity in selected firms in Delta State.

## **Hypotheses**

HO<sub>1</sub>: Team trust does not have any significant difference between employee productivity of selected firms in Delta State

HO<sub>2</sub>: Reward and recognition do not have any significant difference between employee productivity of selected firms in Delta State

HO<sub>3</sub>: Competent leadership does not have any significant difference between employee productivity of selected firms in Delta State

## **2. Literature underpinnings**

### **Conceptual Review**

#### **Concept of Teamwork**

A team is a collection of individuals who collaborate to accomplish shared goals and objectives for the benefit of service recipients and organizations to provide high-quality service. The people you employ may develop a strong sense of direction, workable plans and solutions, a strong sense of belonging with and on the team, and clear strategic values that are customer-focused through team building and event planning. Ineffective team building and planning sessions result in disillusionment, low morale, and unmotivated employees across the board. (Boakye, 2015).

Teamwork is aimed at working together harmoniously towards a defined goal by providing the necessary synergy where individuals get empowered in the working relationship to achieve continuous performance improvement and a better understanding of the importance of collective action toward career advancement (Wanyeki et al., 2019). It is only through

teamwork within a company can anything be completed with quality and efficiency, which is a key factor in the control of economic growth. As a result, for a department to achieve its sub-objective, which is geared toward the organization's overall goals, the department must establish good teamwork relationships that allow the team members to work in a specific manner when performing their duties. (Wanyeki et al., 2019). When teamwork relationships are properly developed, individual members' multiple skills are enhanced, including their ability to solve problems creatively and their ease of learning when new ideas are introduced. Learning is easier when there is effective teamwork than when there is not, and individual performance improves due to increased learning. (Howard, Turban & Hurley, 2016).

In an organization where there is no strong concept of team the newly employed workforce works in confusion on how various tasks should be undertaken and the standards of performance. Within the early stages of employment induction, it is usually important for the newly employed person to need to be fully inducted into the system of the department in which he/she has been incorporated to perform. This is usually a good move as the employee becomes equipped with the necessary skills and in addition, he can attain the right working momentum asset at the teamwork level (Gomez, 2017). This ensures that the newly employed persons can easily adapt to their new roles and effectively attain the expected standards of performance.

The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment, and opinion. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability, and operational management (Logan, 2016). Teamwork also creates an environment that facilitates knowledge and information exchange and so-called knowledge sharing. Other advantages are the ability of new forms of work organization to increase the innovation potential that may add value to products or services, moving them into less price-sensitive markets (Suff & Reilly, 2014). Moreover, the ability of new forms of work organization to increase the employability of workers through multi-skilling and the acquisition of higher competencies in problem-solving, communication, and teamworking will help labor market adaptation and also support new forms of local and regional economic growth and regeneration (Onyekwelu et al., 2018). Teamwork could lead to more job autonomy, greater responsibility, and higher job satisfaction. Most of the latest studies refer to the positive impact of teamwork on work productivity and company efficiency (Agarwal & Adjirackor, 2016; Onyekwelu et al., 2018; Kelemba et al., 2017).

Teams offer greater participation, challenges, and feelings of accomplishment. They noted further that organizations with teams will attract and retain the best people, which in turn will create a high-performance organization that is flexible, efficient, and most importantly, profitable (Agwu, 2015). It is a means of improving manpower utilization and potentially raising the performance of not just the individuals but the organization ultimately because it can expand the output of individuals through collaboration. Thus, employees who work in a team become the standard for the organization (Onyekwelu et al, 2018). Nowadays, managers who know the value are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Teamwork has the potential of improving the performance of individual employees and that of the organization, though, it needs to be nurtured over time.

Teamwork is very important for good output and good communication among staff

in the company (Logan, 2016). A team may be described as a group of individuals who come together to achieve the same functions and goals to deliver outstanding services. The most famous teamwork theory is Bruce Tuckman's "team stages model" (Hanaysha, 2016) Teamwork is the manner of operating collaboratively with a group of individuals as a way to achieve an objective. One of the lost links in organizations is teamwork (Flores-Szwagrzak & Treibich, 2020).

Many social theorists assess an organization's capability to develop coexistence and teamwork as one of the progress and success factors in achieving a high level of productivity (Diamantidis.& Chatzoglou, 2019). Agarwal & Adjirackor (2016) examined the impact of teamwork on productivity improvement and concluded that the adoption of teamwork and the implementation of collaborative skills improved workers' productivity by 14 percent on average, which is less valuable in individual production. When people collaborate to perform a job and think and argue about it, a rich and comprehensive initial plan of the job is generated, and when the base of a job is inclusive and accurate, its productivity and enhancement are more visible (Melo et al. 2013).

Teamwork enhances communication and reinforces adventure to discover increasingly more; and the capacity, power, creativity, and talent of individuals in teamwork are combined and exponentially increased. These factors altogether result in the productivity enhancement of work (Brock et al., 2017). Additionally, each person has his/her specialties and abilities.

Coexistence makes these dispersed powers turn into a continuum of social and work movements and currents. Many social theorists have considered a community's capability to develop this coexistence and teamwork as one factor of progress and success in achieving high levels of productivity (Brock et al., 2017). Cooperative games in game theory are based exactly on teamwork and the creation of a coalition to perform jobs in groups and teams, which is explained in the following sections.

### **Employee Productivity**

In this era of increased competition, leaders recognize the importance of teamwork more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Boakye, 2015). Productivity is about how well people combine resources to produce products and services, such as raw materials, labor, expertise, capital, equipment, assets, intellectual property, managerial capacity, and financial capital. This study focused explicitly on using the term teamwork which involves reshaping the way work is done. This includes organizing employees into teams based on a separate product, each team doing a specific task (Alan, 2008). These teams have a high degree of responsibility and should work flexibly. The study's interest is to understand or know how organizational teamwork has and can contribute to improved employee productivity.

The impact of teamwork on the performance of employees involves internal and external factors which contribute to high performance using entrepreneurship dexterity, Kifordu et al (2022). The internal factors have to do with team standards, ground rules, interpersonal and rational skills, or qualities that determine how the teams of individuals work while the external factors are the organizational culture, systems, and structures within which all teams work with sustainability Kifordu, (2022). Teamwork is the process of collaborating with a group of people to attain a goal. The external factors of teamwork are the political, economic, social, and technological factors that affect teamwork while communication, engagement, delegation, etc. are the internal factors of teamwork that affect teamwork (Wahid & Zubar, 2016). Team members enhance their skills, knowledge, and abilities while working in teams (Boakye, 2015). This means that employees who work in teams can improve upon their skills, knowledge, and ability by learning from each other as they are working in a team, and due to that, it enables

them to produce effectively and efficiently as compared to employees who work individually in organizations.

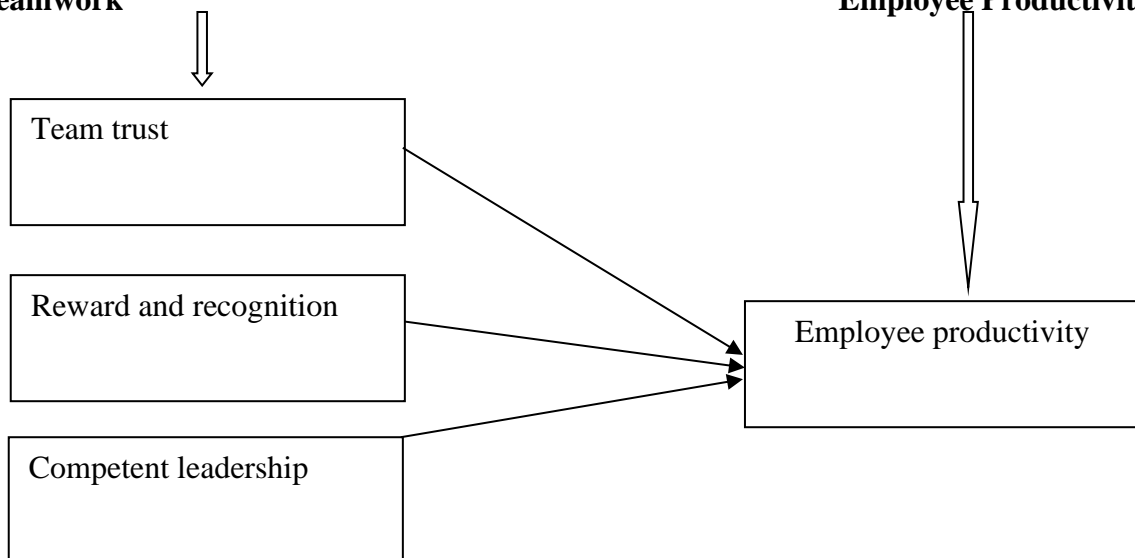
### **Conceptual Framework**

#### **Independent variable**

#### **Dependent Variable**

#### **Teamwork**

#### **Employee Productivity**



**Source:** Researcher's model (2023)

### **Team trust and Employee Productivity**

Members of effective teams trust each other, and they also exhibit trust in their leaders. Interpersonal trust among team members facilitates cooperation (Judge & Robbins, 2019). Trust among the team members comes when members of the teams develop confidence in each other's competence. To Mickan & Rodger (2015), there is a positive relationship between team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of employees. In their opinion, the development of trust within the organization is the responsibility of the individuals. The creation of a conducive and trustable environment for synergetic teamwork is the responsibility of organizations. They posited that organizations should transform trustworthy behavior for measurement into a performance appraisal system to promote organizational values. As Manz & Neck (2016) have remarked, high-performance teams exist in the organization because there is cooperation and unity among members. Mistakes minimization, quality outputs, increase in productivity and of course, customer satisfaction is the variety of criteria through which the



performance of the team is measured (Mickan & Rodger, 2015). They concluded that cooperation of the team members can only be created when trust comes to the most important value of the team culture because it provides an atmosphere for team members to discuss mistakes, accept criticisms and freely express their feelings on any issue.

The importance of trust in team effectiveness is very significant and the relation is positive and also added that the behavioral basis of teamwork is generated by trust and results in a synergy in the organization and better employee performance. The trust ability originated from competence and self-knowledge, it must slowly be built up through members of the team whose competencies are different, priorities, and assumptions, through establishing and developing confidence in each-others competences and reliability (Walid & Zubair, 2016).

Trust among the team members is an important interpersonal skill in the performance of teams as the members have confidence in themselves and seek to improve each other's competence other than outdoing each other. Trust among the team members develops the coordination of individuals and unique skills (Bacon & Blyton, 2016)). Trust is a basic behavioral component of teamwork which results in members' cohesion resulting in mutual development. The management should transform the trustworthiness behaviour of its employee as a measure of performance appraisal and in promoting the organizational values. In the evaluation of performance, quality of output, reduction of mistakes, customer satisfaction, and increased productivity or attainment of a set target should be evaluated from a teamwork-based level to promote cooperation (Mickan & Rodger, 2015). Togetherness amongst the individuals of the team can only be achieved the moment trust becomes a very crucial aspect of the team's values and way of life.

### **Reward and recognition and Employee Productivity**

Reward means anything the company gives its employees in exchange for their contributions (Chiang & Birtch, 2010). They are given to employees for their good performance. If rewards are not given then an unpleasant environment is created. The main reason for the rewards is to attract and retain employees. The employees will be well motivated and will perform well if they are rewarded (Markova & Ford, 2011). There is a direct relationship between employee rewards and job performance.

Employees not only want compensation but also need to be valued by their supervisors. It will increase the employees' morale. Organizations recognize their employees to keep their self-

esteem high and keep them passionate. The employees who are recognized in their organizations are well-motivated and perform well. This is because motivated employees perform well which makes one's intent towards certain behavior (Hussain, et al., 2019).

Hussain et al. (2019) stressed that reward systems should encourage cooperative efforts rather than competitive ones. They opined that promotions, pay raises and other forms of recognition should be given to individuals for how effective they are as a collaborative team member. They pointed out that it does not imply that individual contributions are ignored, rather, they are balanced with selfless contributions to the team. They stated that examples of behaviors that should be rewarded include: training new colleagues, sharing information with teammates, helping to resolve team conflicts, and mastering new skills that the team needs but in which it is deficient. In a related development, Ndungu (2017) observes that recognition and rewards are the primary focus of individuals who are working in teams. He reiterated that perceptive managers are quite aware of this and that they constantly capture the benefits of the team. As Ranasinghe et al. (2016) have noted, reward and recognition can provide both intrinsic and extrinsic motivation. However, he thinks that extrinsic reward is the main factor that positively provides employee movement. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team arrangements for effective performance to be achieved.

### **Competent leadership and Employee Productivity**

The benefits of teamwork in fostering leadership potential at work can be seen from a variety of perspectives. The general view of teamwork is that it is essential as the organization expands. The efficacy of teamwork in developing leadership capacity at work reflects the team assembled to counsel on the merits of teamwork (Alanizan, 2023). A person working for an organization needs to be motivated to accomplish a task that results in positive output that can be advantageous to both the employee and the organization. To be progressive and successful, businesses need effective leadership capabilities. Leaders ought to be responsible for directing the workforce and promoting productive work relationships among the team members of an organization. According to Bish et al. (2022), the level of leadership engagement at work differs based on every individual's capability for leadership. As a result, involvement plays a significant role in deciding how well a team works collectively in talent management, Kifordu and Igwe(2022). Teamwork allows leaders to improve communication, monitor performance, and empower staff to be more adaptable and flexible.

Scouller (2011), viewed team leadership as creating conditions that increase the chances that a team will develop into an effective performing unit of the organization. Leadership performances and their styles are observed as strongly responsible for the team behaviors and performance in any organization. Scouller (2011) in his study argued that leaders should surpass the common human behaviour to assign the blame game for the collective performance of a team member. This behaviour follows the positioning of involvements which are intended to improve the team performance. The goal of team behaviour is to have group leaders and team members become more informed on the aspect of their personalities, attitudes and other behavioural styles that change agents tend to think are very key to team efficiency. This phenomenon is purely based on the theory that improved team functioning will come about more or less if every member recognizes their style and hence the need for good communication and team co-ordination irrespective of ethnic diversities in the workplace, Kifordu & Iwelu, (2022).

Organizational teamwork begins with the leadership formulation of business strategies that are aimed to achieve the objectives and communication of the mission, vision, and values to the teams for execution and team-based planning (Tania et al., 2016). The management should closely monitor the process to provide the required support such as training (Suff & Reilly 2014). Group assignments should come along with rewards for ownership and commitment to the course

## **Theoretical Review**

### **HRM-performance linkage model**

The theory upon which this study is anchored is the HRM-performance linkage model of Becker & Huselid (1998) and Wright et al (2003) whose core philosophy suggests that teamwork has a direct impact on employee skills and motivation, which is subsequently translated into improved employee/organizational performance. The HRM-performance linkage model is based on the resource-based view (RBV) which states that increasing employees' abilities and motivation, through teamwork will ultimately improve employee/organizational performance (Lopez et al, 2005). The RBV perspective advocates that the potential for the competitive advantage of an organization is based on its ability to exploit the inimitable characteristics of its pool of human resources and capabilities. The basic causal

pathway of the HRM-performance linkage model is as stated below: Teamwork → Skills → Attitudes → Behaviour → Employee Performance.

Looking at the causal pathway illustrated above, the general framework of the model is indirect linkage or hierarchical linkage through the outcomes of skills, attitudes, and behaviour between teamwork and employee performance (Black, 2001). Teamwork activities aimed at providing increased skills to employees have a direct impact on their attitudes: motivation, commitment, and satisfaction (Barlett, 2001). This theory/model was considered very relevant to the study because the issues involved in teamwork and employee performance could be explained within the framework of the theory. The central argument is that teamwork facilitates the acquisition of necessary skills which leads to enhanced performance of the team members in the organization. Every member of the team can never be equally endowed but through interaction and joint execution of tasks, the tendency is for the weak to learn from the strong members.

### **Team Analysis Theory**

The team analysis theory focuses on identifying factors that cause teams to fall apart. It requires business leaders to re-evaluate and analyze key elements and events that led to the team breaking apart. This theory only applies retrospectively, as it focuses on analysis after a team disbands. The information that leaders gather through careful analysis can help them avoid team collapse in the future. They can focus more on connecting team members with shared interests to improve overall team performance.

Understanding the dynamics of a team is important for team leaders. Before devising strategies to improve team effectiveness, it's imperative to identify a team's high performers, creative professionals, and morale-boosting individuals. A comprehensive understanding and analysis of the team's performance over a specific period can help leaders understand which framework to follow. Employees have different requirements and needs, so it's unwise to expect every member of the team to work at the same level. Team leaders can use these team-building theories to discover opportunities to motivate each member of the group. This way, they can improve collective morale and focus on building a stronger team.

### **Empirical Studies**

Afolomi (2020) investigated the impact of teamwork on organizational performance using First City Monument Bank, Nigeria as a case study. This study has been examined by previous

scholars and further investigation is still ongoing in this area. However, this study gathered information using a primary survey where the questionnaire was distributed to the employees of the First City Monument Bank and used descriptive statistics, factor analysis, correlation test, and regression analysis. The findings showed that teamwork cohesion is a positive and significant impact on organizational performance and concluded that the performance of the organization is a subset of operating performance while teamwork is a subset of unit performance and teamwork cohesion gives employees a sense of possession and promotes cooperation.

Onyekwelu et al. (2018) explored the effect of teamwork on employee performance in an organization, using selected medium-scale enterprises in Anambra State as the study area. As a descriptive survey, an item-structured instrument was developed by the researcher to reflect the Five (5) points modified Likert scale of strongly agree, agree, disagree, strongly disagree, and undecided was used to elicit information from the respondents who were mainly senior employees of the organizations selected for the study. Major tools of analysis were summary statistics, Pearson correlation, and multiple regression analysis. Whereas summary statistics of percentages were used to answer the research questions, correlation coefficient and multiple regression analysis were used to verify the claims of the hypotheses. All tests were carried out with a 0.05 level of significance. The findings showed that an 80.7 percent relationship exists between the dependent and independent variables. It showed further that the coefficient of determination,  $R^2 = 721$  thus indicating that 72.1 percent of the variation in the dependent variable can be explained by the independent variables. Also, the F-value showed that overall; the regression model is statistically significant, valid, and fit for any predictive purposes. Equally, the coefficients of the individual predictors of employee performance-team members' abilities, team esprit de corps, team trust, recognition, and reward and their t-values showed varying degrees of positive relationship with the dependent variable. Consequently, it was recommended among others that managers should endeavor to ensure that each team in the organization is composed of the necessary skills that will enable the teams to perform effectively without having too many of any of the skills in the team to the disadvantage of other necessary skills.

Ndungu (2017) conducted a study to determine the effects of reward and recognition on employee job performance at Kenyatta University. Moreover, the relationship between other factors affecting performance (working environment and leadership styles) and performance

was also explored with the help of responses collected from employees working in Kenyatta University's main campus, Nairobi. A descriptive research design was used in the investigation of the effects of rewards and recognition on Kenyatta University staff performance. Stratified random sampling and purposive random sampling were used in the sampling design. A questionnaire as a research instrument was used and distributed to 360 employees of Kenyatta University. In total, 332 usable responses were received which were analyzed through SPSS 20.0. Standard procedures were used to process and represent findings. Inferential statistics (person correlation analysis) and multiple regressions were then applied. Results showed a significantly positive relationship between reward and recognition, with employee performance. In addition, a very positive and significant relationship was also observed between job performance and the independent variables (extrinsic rewards, intrinsic rewards, financial rewards, recognition rewards, working environment, and leadership styles). Results also showed that salaries and fringe benefits as well as job security were weak in Kenyatta University and caused dissatisfaction and affected employee performance. Furthermore, there are low levels of teamwork, communication, and participation. Kenyatta University employees have very low satisfaction with the responsibilities assumed and promotional opportunities available. Implications of the study for Kenyatta University management and policymakers in the context of human resource practices include making sure those employees who demonstrate increasing levels of ability are given increasing levels of responsibility, providing employees with more organizational freedom and autonomy, and engaging employees in decision-making so that they feel that their opinions are important for the development of Kenyatta University.

Walid & Zubair (2016) examined the impact of Teamwork on employee performance. The study adopted a descriptive and explanatory research design. Further, this study used cross-sectional survey methods using a survey questionnaire, containing 35 items with Likert Scale (Disagree -1 and 5 for Agree). A questionnaire was developed based on past literature and numerous tests were done to test the normality, reliability, and validity of the data. The independent variables to measure effective teamwork are Effective communication, Team Cohesiveness, Accountability, Interpersonal Skills, Leadership, and Level of trust. The dependent variable used in this research is employee performance. The samples of 107 employees from an entertainment company in Kuala Lumpur capital of Malaysia were selected using a simple random probability sampling technique. The collected data was analyzed using descriptive means and regression via SPSS.20. This study found that all the chosen factors have a significant relationship with teamwork. This research finds efficient communication, Level

of trust, Leadership, and Accountability has a positive and significant impact on employee performance while there was no significant influence of intrapersonal skills and cohesiveness on employee performance. Though this research included only one entertainment organization, future studies may include a larger sample by conducting the study on more organizations including the manufacturing industry, Financial firms, etc. to see the variation in the results. Future studies may compare differences based on socio-demographic profiles and might examine the similarities and differences of motivational factors in different sectors in Malaysia.

Boakye (2015) in his research study analyzes the impact of teamwork on the organizational performance of the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. Several measures of team performance were analyzed including team trust, recognition, and rewards. The convenience sampling technique was used to select the employees while the purposive sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance are positively related to organizational performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

### 3. Methodology

The study made use of a cross-sectional research design. The study's population included 273 personnel from the staff of the selected telecommunication firms in Delta State which are Mtn, Glo, and Airtel, the majority of whom were full-time employees of the firms under investigation.

**Table 1: Distribution of Population**

S/No	Commercial Bank	Staff
1	Mtn	113
2	Glo	98
3	Airtel	62
	Total	273

The sample size of 162 was determined using Taro Yamani's formula. Data collection was using a questionnaire that had close-ended items. Pilot testing of the instrument was done by

administering the questionnaires to 10% of the total sample size. The questionnaire that was utilized in the study was divided into two major sections, each with a connected object. The first section covered respondents' demographic information, such as their age, gender, marital status, degree of education, and years of employment. The second section discussed the elements of teamwork and employee productivity. A five-point Likert scale (1-5) was used where 1 represents strongly disagree; 2 – disagree; 3 – neutral; 4 – agree; 5 – strongly agree.

Data collected from the field survey of respondents from the senior, middle, and lower management of selected telecommunication firms (Mtn, Glo, and Airtel) were sampled and analyzed using descriptive as well as inferential statistical techniques at arriving at a generalization and conclusion. The descriptive statistics made use of simple percentages to analyze the questionnaire response pattern and background profile, While inferential statistical technique; correlation analysis was employed to measure the degree of association between different variables under consideration; multiple regression was used to ascertain the strength of relationship that exist among variables.

**Presentation and Analysis of Data**

**Table 2 Analysis from the field survey**

Pattern focused	Number administered	Number returned	Number used
Employees	162	160	159

Source: Distributed Questionnaire, 2023

**Table 3 Correlation Analyses of the Dimensions of Teamwork and employee productivity**

S/N	Dimensions of teamwork	Mean	Std. Deviation	N	1	2	3	4
1	Team trust	18.73	1.413	159	1			
2	Reward and Recognition	19.04	1.176	159	.239**	1		
3	Competent Leadership	18.83	1.356	159	.049	.362**	1	
4	Employee Productivity	18.71	1.438	159	.310**	.602**	.322**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).



Table 3 showed that all the correlation coefficients between the constructs in this study showed a positive correlation. The correlation coefficient between team trust and employee productivity showed a positive relationship ( $r = 0.310^{**}$ ,  $p < .01$ ). Reward and recognition which is the second variable exhibited a strong positive correlation with employee productivity ( $r = 0.602^{**}$ ,  $p < .01$ ). Competent leadership which is the third variable exhibited a strong positive correlation with employee productivity ( $r = 0.322^{**}$ ,  $p < .01$ ).

**Table 4: Multiple Regression Analysis of Teamwork and employee productivity**

Model	Coefficients					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	.771	1.862		.414	.680		
Team trust	.184	.065	.181	2.839	.005	.941	1.063
Reward and Recognition	.627	.084	.513	7.502	.000	.820	1.220
Competent Leadership	.135	.070	.128	1.921	.000	.868	1.153

a. Dependent Variable: Employee Productivity

Table 4.4 showed the multiple regression analysis results for the effects of all the dimensions of teamwork and employee productivity. It was indicated that team trust which was the first variable has a positive effect on employee productivity ( $\beta = 0.181$ ,  $P < 0.05$ ). Reward and recognition which is the second variable have a positive effect on employee productivity ( $\beta = 0.513$ ,  $P < 0.05$ ). It was indicated that competent leadership which is the third variable has a positive effect on organizational productivity ( $\beta = 0.128$ ,  $P < 0.05$ ).

The general form of the equation to predict EP =  $\beta_0 + \beta_1 TT + \beta_2 RR + \beta_3 CL + \epsilon$

$$EP = 0.771 + (0.184 \times TT) + (0.627 \times RR) + (0.135 \times CL)$$

**Table 4.5 Analysis of Variance**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.721	3	44.240	35.352	.000 <sup>b</sup>
	Residual	193.971	155	1.251		
	Total	326.692	158			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Competent Leadership, Team trust, Reward, and Recognition

The *F*-ratio in Table 4.5 tests, showed that the sub-independent variables of teamwork statistically predict the dependent variable (employee productivity),  $F = 35.352, p < 0.05$ . This showed that the regression model is a good fit for the data.

**Table 6: Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.637 <sup>a</sup>	.406	.395	1.119

a. Predictors: (Constant), Competent Leadership, Team trust, Reward, and Recognition

Table 4.6 indicated that the change in employee productivity was brought about by the dimensions of teamwork by 40% (0.395) as indicated by the adjusted  $R^2$  value. The dimensions of teamwork explained 40% of the variability in employee productivity

### Tests for Hypotheses

The multiple regression analysis was used as an analytical technique for testing the hypotheses of the study.

### Decision Rule

If the probability value calculated is greater than the critical level of significance, then the null hypothesis is accepted and the alternate hypothesis is rejected. The P-value is the lowest significant level at which a null hypothesis can be rejected (Gujarati and Porter, 2009). Therefore, the P-value = 0.05(5%).

**H<sub>01</sub>:** Team trust does not have any significant difference between employee productivity of selected firms in Delta State.

Since the P value calculated in Table 4 is lesser than the critical level of significance ( $0.005 < 0.05$ ), the null hypothesis was rejected while the alternate hypothesis was accepted this implies that team trust has a significant difference between employee productivity of selected firms in Delta State.

**H<sub>02</sub>:** Reward and recognition do not have any significant difference between employee productivity of selected firms in Delta State.

Since the p-value calculated in Table 44 is lesser than the critical level of significance ( $0.000 < 0.05$ ), there was a need to reject the null hypothesis and accept the alternate hypothesis indicating that reward and recognition have a significant difference between employee productivity of selected firms in Delta State.

**H<sub>03</sub>:** Competent leadership does not have any significant difference between employee productivity of selected firms in Delta State.

The P value calculated in Table 4 is lesser than the critical level of significance ( $0.000 < 0.05$ ), therefore the null hypothesis was rejected while the alternate hypothesis was accepted implying that competent leadership has a significant difference between employee productivity of selected firms in Delta State.

#### **4. Discussion of Finding**

##### **Team trust and Employee Productivity**

Table 4.3 showed a positive correlation coefficient between team trust and employee productivity ( $r = 0.310^{**}$ ,  $p < .01$ ). Table 4 indicated that team trust has a positive effect on employee productivity ( $\beta = 0.181$ ,  $P < 0.05$ ). Test of hypothesis one showed that team trust has a significant difference between employee productivity of selected firms in Delta State ( $0.005 < 0.05$ ). The result agrees with Mickan and Rodger's (2015) finding that there is a positive relationship between team performance and trust. Interpersonal trust among team members facilitates cooperation (Robbins & Judge, 2017). Trust among the team members develops the coordination of individuals and unique skills (Bacon & Blyton, 2016).

### **Reward and recognition and employee productivity**

Table 4 showed that reward and recognition exhibited a strong positive correlation with employee productivity ( $r = 0.602^{**}$ ,  $p < .01$ ). Table 4 showed that reward and recognition have a positive effect on employee productivity ( $\beta = 0.513$ ,  $P < 0.05$ ). Test of hypothesis two showed that reward and recognition have significant differences between employee productivity of selected firms in Delta State ( $0.000 < 0.05$ ). Employees are well-motivated and perform well when they are rewarded (Markova & Ford, 2011). Herzberg (1987) noted, reward and recognition can provide both intrinsic and extrinsic motivation.

### **Competent Leadership and employee productivity**

Table 4 showed that competent leadership exhibited a positive correlation with employee productivity ( $r = 0.322^{**}$ ,  $p < .01$ ). Table 4 indicated that competent leadership has a positive effect on organizational productivity ( $\beta = 0.128$ ,  $P < 0.05$ ). Test of hypothesis three showed that competent leadership has a significant difference between employee productivity of selected firms in Delta State ( $0.000 < 0.05$ ). Bish et al. (2022) asserted that the level of leadership engagement at work differs based on every individual's capability for leadership. Organizational teamwork begins with the leadership formulation of business strategies that are aimed to achieve the objectives and communication of the mission, vision, and values to the teams for execution and team-based planning (Tania et al., 2016).

## **5. Conclusion**

The study concluded that team trust has a significant positive influence on employee productivity which means that team trust is a good measure of employee productivity. Team trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of employees. Also, the study laid emphasis that reward and recognition have a positive influence on employee productivity which indicates that reward and recognition is a good measure of employee productivity of selected telecommunication firms in Delta State. Finally, Competent leadership has a significant positive influence on employee productivity of selected firms in Delta State.; which means that competent leadership is a good measure of employee productivity of elected telecommunication firms in Delta State.

## Recommendations

- (i) Managers must plan and design an appropriate reward system for the employee and encourage their participation in team arrangements for effective performance to be achieved.
- (ii) Managers should create a conducive and trustable environment for synergetic teamwork, and closely monitor the process of leadership formation in teams to provide the required support such as training.
- (iii) Group assignments should come along with rewards for ownership and commitment to the course, and build team relationships which should be an organizational policy through a support mechanism synergizing all basic components of the organization.

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