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INVESTIGATING THE IMPACT OF TEAMWORK ON EMPLOYEE PERFORMANCE IN GUARANTY TRUST BANK PLC IN NIGERIA

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ABSTRACT

The study aimed to investigate the impact of teamwork on employees' performance, focusing on the banking industry with Guaranty Trust Bank Plc as a case study. It addressed concerns about the overshadowing of teamwork by individual pride and achievement in today's workplace culture, potentially leading to decreased performance and productivity. Employing a survey research design with a sample size of 200 respondents from Guaranty Trust Bank Plc in Lagos, the study utilized correlation analysis to examine the relationship between teamwork and variables such as team spirit, trust, and rewards & recognition on employee performance. The findings revealed a strong and positive relationship between teamwork and employee performance, highlighting the importance of fostering a team-oriented culture within the organization. Recommendations included the adoption of policies supporting team efforts to enhance both employee performance and organizational outcomes.

Keywords: Teamwork, Employee Performance, Guaranty Trust Bank

INTRODUCTION

Teamwork constitutes a fundamental aspect of organizational dynamics, with its significance deeply rooted in the amalgamation of individual strengths and collaborative efforts towards shared objectives. It has emerged as a pivotal phenomenon within organizational structures, serving as a catalyst for maximizing productivity and fostering synergy among employees. Effective teams leverage the diverse abilities and experiences of their members to achieve outcomes unattainable through individual endeavors or traditional work group setups. Okoh, *et al* (2023) averred that human resource is a very key resource in an organization as such it can make or mar an organization.

In response to the imperatives of efficiency, competitiveness, and rapid change, organizations have transitioned towards team-based models to realize heightened performance levels of collaborative endeavors. The transition towards teamwork necessitates a shift in organizational paradigms, urging employees to embrace cooperation, share knowledge, and navigate conflicts constructively. The banking sector is characterized by bustling yet isolated environments, teamwork serves as a salient mechanism for fostering socialization and aligning employees towards organizational goals. Okoh, *et al* (2023) noted that employee management is critical to banks as such management is in constant search for ways and means of improving employee performance and therefore emphasized the need for proper disclosure of human resources information. Originating in the late 1980s to bridge the growing chasm between top and middle management, teamwork aimed to enhance cohesion, skill development, and flexibility among bank employees However, despite its purported benefits, empirical evidence on the nexus between teamwork and employee performance within banking institutions remains sparse, warranting further exploration (Hartenian, 2003). This study endeavors to fill this gap by investigating the actual effects of teamwork on employee performance within the banking sector. By elucidating the intricacies of teamwork dynamics and its implications for performance outcomes, this research seeks to inform strategic interventions aimed at optimizing productivity and fostering a culture of collaboration in banking organizations.

Objectives of the Study

The broad objective of this study is to ascertain the effect of teamwork on workers' performance in Guaranty Trust Bank Plc.

The specific study objectives focus on the following;

i. To study the effects of teamwork on individual employee's performance in the banking sector especially in Guaranty Trust Bank (GTB);
ii. To determine the extent to which team spirit (esprit de corps) among the team members can affect individual member's performance.
iii. To determine the extent to which trust can influence employee's performance.
iv. To examine the impact of reward and recognition on employee's performance in an organization.

LITERATURE REVIEW

Conceptual Review

Whetten & Cameron (1998) stated that employee performance is the product of ability multiplied by motivation. Furthermore, Cummings &Schwab concur with the belief that performance is ultimately an employee phenomenon with environmental factors influencing performance primarily through their effect on the employee determinants of performance – ability and motivation. Employee Performance basically depends on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, Training and development, job security, organizational structure and others. Study defined performance as a function of ability and motivation thus; Job performance = f (a) (m) (Carter, 2009**)**

The researcher deduced from the equation that work performance is highly dependent upon employee abilities thus, if the employees lack the learned skills or innate talents (education and capacity) to do a particular job then performance will be less optimal. But in a situation where the employee has all these backed by good motivation, job performance will ultimately be at the optimal. Team performance is usually defined as the extent to which a team can reach the predictable goal or completely reach the expected quality of a task (Faraj & Sproull, 2000).

Theoretical Review

Teamwork theorists believe that if teams work well, have a common goal, are autonomous in their decision-making, and have responsibility and support, teamwork becomes a valuable experience for the workers involved. There are various theories that corroborates the essence of teamwork which includes the following:

I. The HRM-performance linkage model of Becker & Huselid (1998) and Wright, (2003) whose core philosophy suggests that teamwork has a direct impact on employee skills and motivation, which are 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, 2005). The RBV perspective advocates that the potential for competitive advantage of an organization is based on its ability to exploit the inimitable characteristics of its pool of human resources and capabilities.

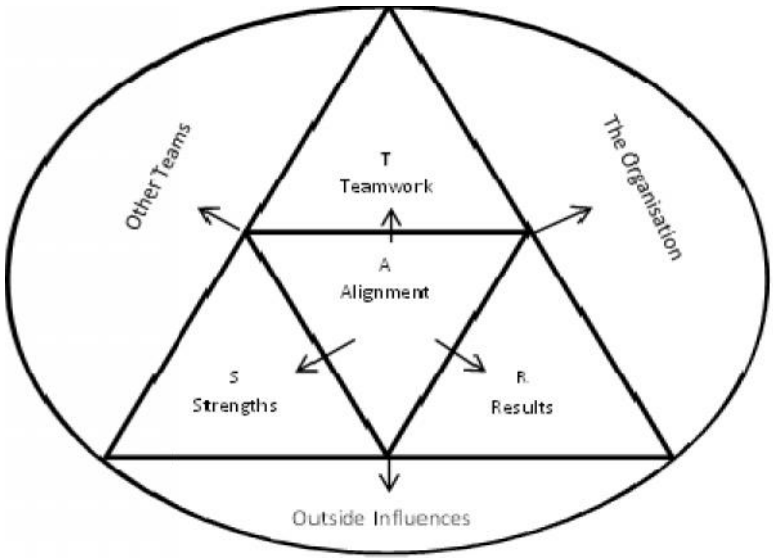
The basic causal pathway of this HRM -performance linkage model is as stated thus:

Teamwork → Skills → Attitudes → Behaviour → Employee Performance

Considering this causal pathway, the general framework of the model is an indirect linkage or hierarchical linkage through the outcomes of skills, attitudes and behaviour between teamwork and employee performance .Team work activities aimed at providing increased skills to employees has a direct impact on their attitudes: motivation, commitment and satisfaction .Employees' attitudes and behaviours generally depend on the HRM policies and procedures the organization isusing. Employees' attitudes influence their behaviour which subsequently influences their performance (Wright, 2003).

II. **The STAR Team Model**

The Star team model provides the substance (or content) to the stages, situation and surroundings of the teamwork theory. It helps to determine what a team and team leader need to focus on.



(Source: Happy Managers, 2009)

"Good team leadership is about creating the conditions that allow ideas and people to flourish, people to come together and performance to flow. When you balance developing people's strengths, with building good relationships and connections between people, in the pursuit of challenging and meaningful team goals you are moving a long way towards encouraging effective teamwork in the workplace."

The STAR team performance model brings together teamwork theories with some of the main principles of the happy manager. Focusing on individual strengths particularly when in the pursuit of goals that are meaningful to make a difference is a crucial building block for being happier.

Empirical Review

Ndekile *et al*. (2024) examined how teamwork influences project outcomes within Nigeria's construction sector, focusing on Julius Berger Ltd in Abuja and surrounding areas. The study encompassed both senior and junior employees of the company. A sample of 654 respondents was selected using stratified sampling, determined by Cochran's formula and its correction factor. The data was analyzed using descriptive and inferential statistics. Statistical analysis indicated a significant relationship between teamwork and project performance, with an F-statistic of 82.04 ($p < 0.01$) and an R-square of 38.76%. Specifically, factors such as team goals and objectives, team trust and value, team communication, and team leadership demonstrated statistically significant impacts on project performance, with team leadership being particularly prominent (8.55). Additionally, team roles and responsibilities also exhibited a significant effect (2.41).

Okoh, *et al* (2023) investigated the correlation between electronic performance appraisal and employee productivity within the financial sector, specifically focusing on commercial banks in Maiduguri, Borno State. Key aspects of electronic performance appraisal, including procedures, processes, perceptions, challenges, and effectiveness, were identified as independent variables, while employee productivity was considered the dependent variable. From a population of 624, a sample size of 243 was determined using the Taro Yamane formula. Consequently, 243 questionnaires were distributed and duly completed questionnaires were returned. Statistical analysis was conducted using SPSS version 23, employing ANOVA analysis. The findings demonstrated a significant positive relationship among the examined variables. The study's hypotheses supported the notion that electronic performance appraisal significantly enhances employee productivity in the financial industry. Thus, procedures, processes, perceptions, challenges, and effectiveness emerged as crucial predictors of employee productivity assessment. The research recommended the adoption of electronic performance appraisal by financial industry management to streamline the evaluation process, save resources, and maximize outcomes.

Mohammad & Shahid (2017) examined the relationship between teamwork, esprit d corps, team trust and reward and recognition, and employee performance in a bank sector in Afghanistan. The study made use of quantitative techniques, 210 questionnaires were distributed for obtaining relevant data from individuals who are currently working within bank sectors of Kabul Afghanistan, over all Cronbach's alpha reliability of the questionnaire items were found (.728), which were satisfactory and valid enough for data collection. The hypothesis for this research study was analyzed through SPSS version 21.0. This study found that teamwork, esprit de corps, team trust and reward &recognition has a positive effect on employee's performance. Various test such as multiple regression models were implemented in SPSS which shows the positive strong relationship between four independent variables.

Agarwal & Adjirackor (2016) determined the impact of teamwork on organizational productivity in some selected schools in Accra. It utilized quantitative techniques to analyze the relationship between the variables that is Teamwork, Esprit de corps (Team Spirit), team trust, recognition and rewards and organizational productivity. The study shows that there is a significant positive impact of the predictors on the response variable with an adjusted R2 of 70.5%. The study recommends that teamwork activities have to be adopted in order to enhance Organizational

Productivity. The research showed a strong positive significant relationship between the independent variables namely teamwork, esprit de corps, team trust, recognition & rewards and employee performance.

Al Salman & Hassan (2016) examined the impact of effective teamwork on employee performances adopting the descriptive and explanatory research design. Furthermore, the study used a cross sectional survey methods using a survey questionnaires, containing 35 items with Likert Scale (Disagree -1 and 5 for Agree). 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, Malaysia were selected using simple random probability sampling technique. The collected data was analysed using descriptive means and regression via SPSS.20. This study found that all the chosen factors have significant relationship with teamwork. This research find Efficient Communication, Level of trust, Leadership and Accountability has a positive and significant impact on employee performance.

Nzewi, *et al* (2015) explored the nature of relationship between teamwork and organizational performance of selected transport companies in Anambra State in order to determine the type of relationship that exists between team members' commitment and performance of the focused transport companies. To achieve these objectives, descriptive survey research design was employed. Pearson Product Moment Correlation Coefficient was used to analyze data from two hundred and nineteen respondents. The result revealed a positive significant relationship between commitment and revenue generation of the selected transport companies. It is therefore recommended that service industries such as the transport sector, should encourage and sustain the use of teamwork as part of their operational strategies. Managers and team leaders should offer and encourage sound team commitment.

METHODOLOGY

The area of focus would be limited to the banking industry with Guaranty Trust bank Plc as the case study. The research work would be conducted via field survey through the use of cross sectional analysis of data involving the collection of relevant information from a sample of members of staff of Guaranty Trust Bank Plc, Lagos Mainland. This would include the following categories of staff within the Head Office and the branches in the aforementioned region – Senior Management, Middle Management and Junior workers.

In order to achieve the stated objectives of this research work, the sampling technique/method would be the non – probability judgmental (selective) sampling technique which would serve as the basis for the selection of the sample from the population of GT Bank staff and also for the administration of the questionnaire. This sampling method is chosen in order to have an equal spread among the branches in the region.

A total of Two Hundred (200) respondents would be selected as the target population which would serve as the representative of the entire population. This population would include those at the top management level, middle level and lower level management respectively. The instruments used to gather the data would be questionnaire. The questionnaire consists of 2 parts with section "A" and section "B". Section "A" consists of item seeking demographic data such as age, gender and management level with no score attached to it. Section "B" consists of the items, which would be used to collect information about the objectives of the study Section "B" of the questionnaire would be measured on Five-point Likert scale ranging from (1=strongly disagree to 5=strongly agree).

Qualitative data analysis would be used to determine the percentages and frequencies in the data analysis. The data gathered through questionnaires would be presented in tables and bar charts using SPSS. In this study, the collected data would be uploaded on computer in SPSS (Statistical Package for Social Sciences) version 16.0 software and normality of data would be calculated then the

different statistical tests would be applied on the data for analysis for accuracy, completeness and to find out how well the answered questionnaires were. The edited data would be coded. Coding involved assigning numbers to similar questions from which answers were given unique looks to make the work easier. In this case, SPSS (Statistical Package for Social Scientists) would be used to analyze the coded data.

DATA ANALYSIS AND RESULTS

This chapter deals with the analysis of data obtained from the respondents of Guaranty Trust Bank Plc. Completed data were analyzed by descriptive statistics using Statistical Package of Social Sciences (SPSS) version-20. The socio-demographic characteristics of respondents and other variables were assessed by running frequencies and percentages on the variables and results were presented in compressed table.

Presentation of Tables

Table 1: Distribution of respondents' socio-demographic variables.

Variables		Frequency (N=150)	Percent (%)
Sex			
	Male	87	58.0
valid	Female	63	42.0
	Total	150	100.0
Age			
	Below 20yrs	11	7.3
	20-30yrs	58	38.7
Valid	31-40yrs	46	30.7
	41yrs and Above	35	23.3
	Total	150	100.0
Marital Status			
	Single	51	34.0
	Married	87	58.0
valid	Divorced/Separated	9	6.0
	Widowed	3	2.0
	Total	150	100.0
Educational Level			
	PhD	8	5.3
	Masters	17	11.4
	Graduate	61	40.7
	Diploma	44	29.3
	Others	20	13.3
	Total	150	100.0
Cadre			
	Senior Management	40	26.7
	Middle Management	72	48.0
	Junior workers	38	25.3
	Total	150	100.0
Years of Experience			
	Below 2 years	31	20.7
	2-4 years	75	50.0
	Above 4 years	44	29.3
	Total	150	100.0
Department			
	Accounts	18	12.0
	Management	27	18.0
	Marketing	50	33.3
	Internal Audit	15	10.0
	I.T	11	7.3
	Others	29	19.3
	Total	150	100.0

Source: Field Survey (2024).

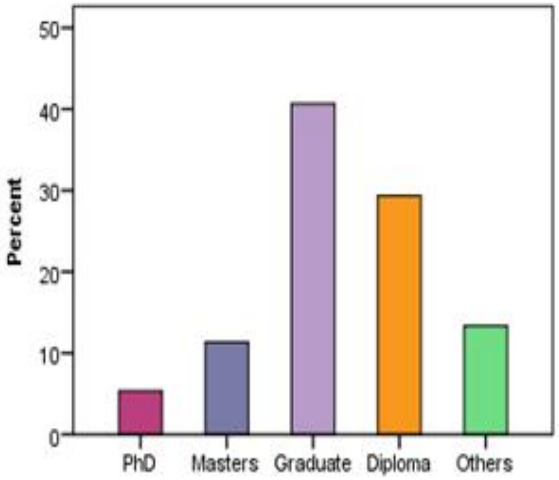


Figure 1: Educational Level of respondents

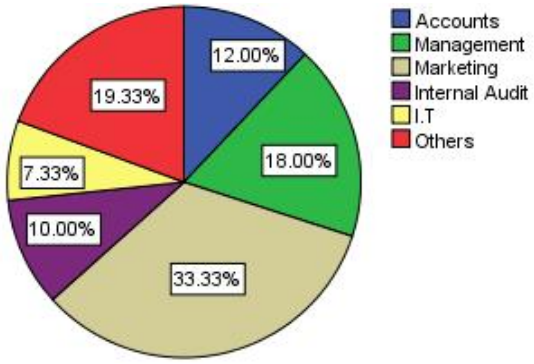


Figure 2: Department of respondents

Table 2: Impact of teamwork on employees' performance

	Respondents, n (%); 150(100.0%)				
Variables	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Motivation is the most important factor in employee performance	15(10.0)	10(6.7)	8(5.3)	88(58.7)	29(19.3)
Goal clarity among the employees helps to improve their performance	8(5.3)	16(10.7)	11(7.3)	96(64.0)	19(12.7)
Work conditions can greatly improve one's performance	4(2.7)	9(6.0)	9(6.0)	45(30.0)	83(55.3)
To achieve any goal, an employee must be flexible and suitable for the job	8(5.3)	8(5.3)	4(2.7)	108(72.0)	22(14.7)
Knowledge of the structure helps an employee to know what to do in given situations and hence improve his/her performance	11(7.3)	7(4.7)	4(4.7)	71(47.3)	54(36.0)
Feedback is key in the improvement of an individual's performance	15(10.0)	23(15.3)	5(3.3)	90(60.0)	17(11.3)
Managers set group/team goals which are designed to improve organizational productivity as well as employees' performance	4(2.7)	8(5.3)	9(6.0)	72(48.0)	57(38.0)
Ability, training and experience improve an individual's capability to perform	4(2.7)	7(4.7)	10(6.7)	58(38.7)	71(47.3)
A feeling of acceptance by the employee may improve his/her performance	8(5.3)	8(5.3)	6(4.0)	101(67.3)	27(18.0)
Employee teamwork has influence on the profit level at this Company	7(4.7)	11(7.3)	8(5.3)	59(39.3)	65(43.3)
There is a relationship between employee teamwork and performance	6(4.0)	7(4.7)	11(7.3)	73(48.7)	53(35.3)
Trust exist among team members	7(4.7)	11(7.3)	12(8.0)	74(49.3)	46(30.7)
Reward influence employee's	3(2.0)	5(3.3)	23(15.3)	80(53.3)	

performance in the banking industry					39(26.0)
Team members expresses their opinions honestly & openly to each other	9(6.0)	9(6.0)	7(4.7)	91(60.7)	34(22.7)
Teamwork has a great impact on employees' performance	6(4.0)	14(9.3)	12(8.0)	58(38.7)	60(40.0)
Teamwork produces more results & productivity than individual work	8(5.3)	10(6.7)	9(6.0)	43(28.7)	80(53.3)
Team Members are more motivated as a team	10(6.7)	10(6.7)	10(6.7)	64(42.7)	56(37.3)
Team members are more recognized and rewarded for their job	6(4.0)	4(2.7)	6(4.0)	65(43.3)	69(46.0)
Individual employees of the bank trusts themselves better than team members	4(2.7)	5(3.3)	16(10.7)	92(61.3)	33(22.0)
Employees are more satisfied on the job than when they work as a team	42(28.0)	70(46.7)	8(5.3)	10(6.7)	20(13.3)
Teamwork in GT bank affects performances of employees	3(2.0)	7(4.7)	7(4.7)	49(32.7)	84(56.0)
Teamwork does not have any impact on employees' loyalty & commitment in GT bank	43(28.7)	93(62.0)	3(2.0)	6(4.0)	5(3.3)
Motivation does not have any impact on employees' productivity	74(49.3)	39(26.0)	10(6.7)	14(9.3)	13(8.7)
Employees' job satisfaction is based on motivation by the top management of GT bank	11(7.3)	12(8.0)	12(8.0)	70(46.7)	45(35.0)
Employees are more productive as individuals than as a team	51(34.0)	57(38.0)	18(12.0)	12(8.0)	12(8.0)
Team spirit does not increase the performance of employees	57(38.0)	55(36.7)	16(10.7)	19(12.7)	3(2.0)
Trust is not a vital behavioral basis of teamwork	55(36.7)	68(45.3)	12(8.0)	9(6.0)	6(4.0)
Trust among team members does not result in organizational synergy and better performance of employees	52(34.7)	65(43.3)	11(7.3)	12(8.0)	10(6.7)
Trust among team members is a key factor for unity and cooperation	6(4.0)	6(4.0)	14(9.3)	66(44.0)	58(38.7)
Employees perform better when there are plans for recognition and rewards in place	3(2.0)	5(3.3)	6(4.0)	70(46.7)	66(44.0)

Source: Field Survey Data (2024}

Table 3: Correlations

		Employee Performance	Team Work	Motivation, Trust, etc
Employee Performance	Pearson Correlation	1	.982**	.974**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Team Work	Pearson Correlation	.982**	1	.979**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Motivation, Trust, etc.	Pearson Correlation	.974**	.979**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

Interpretation of Results

Table 1 shows the socio-demographic characteristics of respondents.

Table 1 revealed that the gender distribution showed that 58.0% of the population sampled were male while 42.0% of them were female. 7.3% of the respondents sampled were below age 20years, 38.7% were between the ages of 20-30years, 30.7% were in the age bracket 31-40years, while 23.3% of the respondents had their ages from 41 years and above. Majority of the respondents (58.0%) were married, 34.0% were singles, 6.0% were separated while only 2.0% were widowed. Furthermore, table 4.1 showed that majority of the respondents (40.7%) were graduate, 29.3% of them were diploma, 11.4% were master's holder, only 5.3% were PhD, while 13.3% of the population sample had other certificates. Majority of the respondents (29.7%) were senior management, 48.0% were middle management, while only 25.3% were junior workers. Moreover, majority of the respondents (20.7%) had below 2years of experience, 50.0% of the respondents had between 2-4years of experience, while 29.3% of the respondent had experience of above 4years. More so, majority of the respondents (33.3%) were in marketing department, 18.0% of the respondents were in management, 12.0% of the respondents were in accounts, 10.0% of the respondents were in Internal Audit department, 7.3% of the respondents were in I.T department, while 19.3% of the respondent were in other departments.

Table 2 reveals the impact of teamwork on employees' performance.

The research report showed that majority of the respondents (78.0%) asserted that motivation is the most important factor in employee performance, 16.7% disagreed while only 5.3% of the respondents were neutral. Table2 also revealed that majority of the respondents (76.7%) agreed that goal clarity among the employees helps to improve their performance, 16.0% disagreed while only 7.3% of the respondents were undecided. Findings also revealed that majority of the participants (85.3%) asserted that work conditions can greatly improve one's performance 8.7% of the respondents disagreed while only 6.0% of the respondents were uncertain. Report as shown in table 4.2 revealed that majority of the respondents (86.7%) agreed that in order to achieve any goal, an employee must be flexible and suitable for the job, 10.6% of the respondents disagreed, while only 2.7% of the respondents were neutral. Furthermore, majority of the participants (83.3%) agreed that knowledge of the structure helps an employee to know what to do in given situations and hence improve his/her performance, 12.0% disagreed while only 4.7% of the respondents were uncertain. The research findings from also showed that majority of the respondents (71.3%) believed that feedback is key in the improvement of an individual's performance, 25.3% of the participant declined in their opinions, while only 3.3% of the respondents were neutral. The research report showed that majority of the respondents (86.0%) agreed that managers set group/team goals which are designed to improve organizational productivity as well as employees' performance, 8.0% of the respondents did not consent to the opinion, while only 6.0% of the respondents were neutral. The report revealed that most of the respondents (86.0%) agreed that ability, training and experience improve an individual's capability to perform, 7.3% of the participant disagreed to the opinion while only 6.7% of the respondents were uncertain. Findings showed that majority of the respondents (85.3%) agreed that a feeling of acceptance by the employee may improve his/her performance, 10.6% of the respondents disagreed to the opinion while only 4.0% of the respondents were neutral. Majority of the respondents (82.6%) believed that employee teamwork has influence on the profit level at GT bank, 12.0% declined to the opinion while 5.3% of the respondents were undecided. Majority of the participants (84.0%) agreed that there is a relationship between employee teamwork and performance, 8.7% disagreed while 7.3% of the respondents were neutral. Majority of the participants (80.0%) believed that trust exist among team members, 12.0% of the respondents disagreed to the opinion while only 8.0% of the respondents were not sure. Majority of the respondents (79.3%) believed that reward influence employee's performance in the banking industry, 5.3% disagreed while 15.3% of the respondents were not sure. Findings showed that majority of the respondents (83.4%) believed that team members express their

opinions honestly & openly to each other, 12.0% of the respondents disagreed while only 4.7% of the respondents were uncertain. Report also showed that majority of the respondents (78.7%) indicated that teamwork has a great impact on employees' performance, 13.3% of the respondents disagreed to the opinion while only 8.0% of the respondents were not sure. Majority of the participants (82.0%) agreed that teamwork produces more results & productivity than individual work, 12.0% of the respondents disagreed while only 6.0% of the respondents were uncertain. Findings from table 4.2 also revealed that majority of the participants (80.0%) believed that team members are more motivated as a team, 13.3% of the respondents disagreed, while only 6.7% of the respondents were uncertain.

The research report showed that majority of the respondents (89.3%) agreed that team members are more recognized and rewarded for their job, 6.7% of the respondents did not consent to the opinion, while only 4.0% of the respondents were neutral. The report also revealed that most of the respondents (83.3%) agreed that individual employees of the bank trusts themselves better than team members, 6.0% of the participant disagreed to the opinion while only 10.7% of the respondents were uncertain. However, findings showed that majority of the respondents (74.7%) disagreed that employees are more satisfied on the job than when they work as a team, 20.0% of the respondents agreed to the opinion, while only 5.3% of the respondents were neutral. Majority of the respondents (88.7%) believed that teamwork in GT bank affects performances of employees, 6.7% declined to the opinion while 4.7% of the respondents were undecided. But, most of the participants (90.7%) disagreed that teamwork does not have any impact on employees' loyalty & commitment in GT bank, 7.3% agreed while 2.0% of the respondents were neutral. Majority of the participants (75.3%) disagreed that motivation does not have any impact on employees' productivity, 18.0% of the respondents agreed to the opinion while only 6.7% of the respondents were not sure. Majority of the respondents (81.7%) agreed that employees' job satisfaction is based on motivation by the top management of GT bank, 15.3% disagreed while 8.0% of the respondents were not sure. However, findings showed that majority of the respondents (72.0%) disagreed that employees are more productive as individuals than as a team, 16.0% of the respondents disagreed while only 12.0% of the respondents were uncertain. Report also showed that majority of the respondents (74.7%) disagreed to the opinion that team spirit does not increase the performance of employees, 14.7% of the respondents disagreed to the opinion while only 10%.7 of the respondents were not sure. Majority of the participants (82.0%) disagreed that trust is not a vital behavioral basis of teamwork, 10.0% of the respondents agreed while only 8.0% of the respondents were uncertain. Also revealed that majority of the participants (78.0%) disagreed that trust among team members does not result in organizational synergy and better performance of employees, 14.7% of the respondents disagreed, while only 7.3% of the respondents were uncertain. Moreover, the report also revealed that most of the respondents (82.7%) agreed that trust among team members is a key factor for unity and cooperation, 8.0% of the participant disagreed to the opinion while only 9.3% of the respondents were uncertain. Furthermore, findings showed that majority of the respondents (90.7%) agreed that employees perform better when there are plans for recognition and rewards in place, 5.3% of the respondents disagreed while only 4.0% of the respondents were neutral in their opinion. (Table 2).

Answers to Research Questions

Research Question 1: What is the effect of teamwork on the performance of employees and organizational productivity?

Majority of the respondents (82.6%) believed that employee teamwork has influence on the profit level at GT bank, 12.0% declined to the opinion while 5.3% of the respondents were undecided. Majority of the participants (84.0%) agreed that there is a relationship between employee teamwork and performance, 8.7% disagreed while 7.3% of the respondents were neutral. Report also showed that majority of the respondents (78.7%) indicated that teamwork has a great impact on employees' performance, 13.3% of the respondents disagreed to the opinion while only 8.0% of the respondents were not sure. Majority of the respondents (88.7%) believed that teamwork in GT bank affects performances of employees, 6.7% declined to the opinion while 4.7% of the

respondents were undecided. But, most of the participants (90.7%) disagreed that teamwork does not have any impact on employees' loyalty & commitment in GT bank, 7.3% agreed while 2.0% of the respondents were neutral. The research report showed that majority of the respondents (86.0%) agreed that managers set group/team goals which are designed to improve organizational productivity as well as employees' performance, 8.0% of the respondents did not consent to the opinion, while only 6.0% of the respondents were neutral. Majority of the participants (82.0%) agreed that teamwork produces more results & productivity than individual work, 12.0% of the respondents disagreed while only 6.0% of the respondents were uncertain.

Research Question 2: Does team spirit (esprit de corps) contribute to the individual employee's performance in an organization?

Report also showed that majority of the respondents (74.7%) disagreed to the opinion that team spirit does not increase the performance of employees, 14.7% of the respondents disagreed to the opinion while only 10%.7 of the respondents were not sure. Hence, team spirit contribute to individual employee's performance in an organization.

Research Question 3: To what extent can interpersonal relationship manifest in team trust, influence employee's performance?

Findings from table 2 revealed that majority of the participants (78.0%) disagreed that trust among team members does not result in organizational synergy and better performance of employees, 14.7% of the respondents disagreed, while only 7.3% of the respondents were uncertain. Moreover, the report also revealed that most of the respondents (82.7%) agreed that trust among team members is a key factor for unity and cooperation, 8.0% of the participant disagreed to the opinion while only 9.3% of the respondents were uncertain. Findings showed that majority of the respondents (83.4%) believed that team members express their opinions honestly & openly to each other, 12.0% of the respondents disagreed while only 4.7% of the respondents were uncertain.

Research Question 4: What impact does motivation through reward and recognition have on employee's performance in an organization?

The research report showed that majority of the respondents (78.0%) asserted that motivation is the most important factor in employee performance, 16.7% disagreed while only 5.3% of the respondents were neutral. Majority of the respondents (79.3%) believed that reward influence employee's performance in the banking industry, 5.3% disagreed while 15.3% of the respondents were not sure. Findings from table 4.2 also revealed that majority of the participants (80.0%) believed that team members are more motivated as a team, 13.3% of the respondents disagreed, while only 6.7% of the respondents were uncertain. The research report showed that majority of the respondents (89.3%) agreed that team members are more recognized and rewarded for their job, 6.7% of the respondents did not consent to the opinion, while only 4.0% of the respondents were neutral. Furthermore, findings showed that majority of the respondents (90.7%) agreed that employees perform better when there are plans for recognition and rewards in place, 5.3% of the respondents disagreed while only 4.0% of the respondents were neutral in their opinion.

Test for Hypotheses

Hypothesis 1: There is no significant positive relationship between teamwork and employees' performance.

A Pearson correlation analysis was conducted to examine whether there is no significant relationship between teamwork and employees' performance. The results revealed a significant and positive relationship ($r = .982$, $N = 150$, $p = .000$). The correlation was strong in strength showing that higher levels of employees' performance were associated with higher levels of employees' teamwork (Table 3). Hence the null hypothesis is rejected, there is a significant relationship between teamwork and employees' performance.

Hypothesis 2: Teamwork does not significantly contribute towards employee motivation and building trust among the employees, thereby ensuring better productivity.

A Pearson correlation analysis was conducted to examine whether there is no significant relationship between teamwork and employee's motivation and building trust among the employees, thereby ensuring better productivity. The results revealed a significant and positive

relationship (r = .978, N = 150, p = .000). The correlation was strong in strength showing that higher levels of employees' teamwork were associated with higher levels of employee's motivation and building trust among the employees, thereby ensuring better productivity (Table 3). Hence the null hypothesis is rejected, there is a significant relationship between teamwork and employee's motivation and building trust among the employees, thereby ensuring better productivity.

CONCLUSION AND RECOMMENDATIONS

The research questions aimed to explore the impact of teamwork on employee performance, organizational productivity, and the role of factors like motivation, trust, and interpersonal relationships. The findings suggest that teamwork indeed plays a crucial role in enhancing employee performance and organizational productivity. Respondents highlighted the significance of clear goals, conducive work conditions, and feedback mechanisms in improving performance. Moreover, trust among team members, recognition, and rewards were identified as important factors contributing to performance enhancement. The research underscores the importance of fostering a collaborative work environment and cultivating team spirit to maximize individual and organizational performance.

Furthermore, the hypotheses testing reaffirmed the significance of teamwork in influencing employee performance, motivation, and trust-building within the organization. The results indicated a significant positive relationship between teamwork and employee performance, as well as motivation and trust-building, thereby rejecting the null hypotheses. These findings emphasize the need for organizations to prioritize teamwork initiatives, implement effective reward and recognition systems, and nurture positive interpersonal relationships among team members to drive performance and achieve organizational goals effectively. Overall, the research provides valuable insights into the mechanisms through which teamwork contributes to enhancing employee performance and organizational productivity.

In conclusion, this study comprehensively examined the socio-demographic characteristics of respondents and the impact of teamwork on employee performance within the context of GT Bank. Through meticulous analysis of survey data, it was revealed that factors such as clear goals, conducive work conditions, trust among team members, and effective feedback mechanisms significantly influence employee performance and organizational productivity. The findings underscore the importance of fostering a collaborative work environment, promoting team spirit, and implementing motivational strategies such as recognition and rewards to enhance employee engagement and drive organizational success. Furthermore, the results of hypotheses testing confirmed the positive relationship between teamwork, employee performance, motivation, and trust-building, emphasizing the critical role of teamwork in shaping organizational dynamics and achieving strategic objectives. This research offers valuable insights for GT Bank and other organizations seeking to optimize their human capital and foster a culture of collaboration to thrive in today's dynamic business landscape.

1. GT Bank should organize regular team-building events and workshops to foster stronger interpersonal connections among employees, enhancing trust and collaboration.

2. Establish formal recognition and reward initiatives to acknowledge and incentivize exceptional performance, boosting employee morale and motivation.

3. Develop robust communication channels and feedback mechanisms to ensure employees receive regular guidance and constructive feedback, fostering continuous improvement and engagement.

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