OPEN ACCESS
World Journal of Arts, Education and Literature
ISSN: 3049-0766 | Vol. 2, No. 1, Jan. 2025
Website: https://wasrpublication.com/index.php/wjael

Teamwork and Employee Productivity in University Press Plc, Nigeria

Ikyor, D.C.,[1*] Dr. Olotu, O.A.,[2] Dr. Agbanu, I. I.[3]

Department of Business Administration, Joseph Sarwuan Tarka University, Makurdi-Nigeria.

Received: 09/11/2024	Accepted: 03/01/2025	Published: 21/01/2025

Abstract: *Despite the recognized importance of teamwork to organizational success, many workplaces continue to struggle to foster effective collaboration among employees. This study investigates the effect of teamwork on employee productivity at University Press Plc (UPPLC) in Nigeria. Using a cross-sectional survey design, the study explores how teamwork dimensions, communication, spirit, and trust affect employee productivity. The study population was 245 company staff from the Western and Northern regions. A structured questionnaire was randomly administered to a sample of 152 employees across UPPLC's regional offices. Primary data collected were analysed using descriptive statistics and multiple regression. Findings showed a positive and statistically significant effect of teamwork dimensions on productivity. The study concludes that teamwork is important in improving the productivity of employees of the organization. It recommends that the management of the company should implement regular team meetings and feedback sessions to encourage open-door policies and transparent leadership communication.*

Keywords: *Teamwork, Employee Productivity, Team Spirit, Communication, Team Trust.*

1. INTRODUCTION

The human resource function is crucial for any organization; it drives strategic implementation, innovation, and long-term performance. The skills, knowledge, creativity, and commitment of employees translate strategies into results. As organizations navigate the complex and dynamic global business environment, they have placed more emphasis on human capital as the primary source of competitive advantage, surpassing financial and technological capital (Armstrong & Taylor, 2023). The management of human resources enhances employee productivity and organizational performance (Adeniji, 2020).

Globally, organizations are faced with the challenges of technological change, globalization, digitalization, and shifts in workplace demographics. Organizations are facing rapid transformations driven by technological advancement, globalization, digitalization, and demographic shifts in the workforce. The Fourth Industrial Revolution and the rise of remote and hybrid work models have altered traditional organizational structures and work relationships (Okpara, 2021). Organizations are, therefore, confronted with the challenge of integrating technology with people management, promoting collaboration across digital platforms, and maintaining employee engagement in increasingly decentralized environments. Team collaboration is a key factor in strengthening organizational resilience and sustainability amid limited resources and competitive pressures (Adusei & Mensah, 2022).

The necessity for teamwork is triggered by the growing complexity of organizational tasks that require multifaceted skills and adaptability. Organizations in the 21st century are characterized by cross-functional projects, knowledge-sharing systems, and agile working environments that demand high levels of interdependence among employees (Tanko, 2024). Teams enable organizations to respond quickly to change, improve decision-making, and enhance creativity, attributes that individual employees might not achieve independently. Teamwork has become a critical organizational resource in modern workplaces where collaborative tasks, knowledge sharing, and interdependent workflows determine service quality and output. Teamwork enhances organizational cohesion thereby giving rise to synchronization of efforts among the employees which results to increased productivity (Eze & Iwu, 2022).

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 towards career advancement (Adewale & Jimoh, 2022). Properly developed teamwork relations enhance multiple skills in the individual members, where there are creative problem-solving skills and easy learning when there is an introduction of new concepts. Teamwork dimensions include team communication, team spirit, and team trust. Team communication is the process of sharing information, ideas, feedback, and emotions among members within a team to coordinate activities, solve problems, and achieve shared goals (Ahrens & Chapman, 2023). Team spirit is the shared sense of unity, enthusiasm, loyalty, and commitment that binds members of a group together as they pursue common goals. Team trust as a component of teamwork entails the shared belief among team members that others will act in good faith, fulfill their responsibilities, and prioritize collective goals over personal interests (Ojo, 2020).

Studies in Nigeria in the public sector agencies, universities, banks, production firms, and service organisations have reported a positive association between teamwork and employee productivity

***Corresponding Author**

Ikyor, D.C.*

Department of Business Administration, Joseph Sarwuan Tarka University, Makurdi-Nigeria.

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and perceived organisational performance (Okoh, et al. 2023). Recent studies report that teamwork dimensions (communication, cohesion, and trust) are significantly correlated with productivity indicators such as timeliness and quality of output (Anah & Ozoh, 2024; Tanko, 2024; Ndekile et al., 2024). In the University Press Plc (UPPLC), a leading Nigerian publishing and printing firm, effective teamwork is especially essential for meeting increasing deadlines, maintaining product quality, and responding to ever-increasing market demands. This study is therefore spurred to investigate how publishing firms leverage teamwork as a mechanism for raising output quality, speed, and innovation with a focus on University Press Plc, Nigeria.

Statement of the Problem

The success and survival of organizations in today's dynamic business environment depend largely on how effectively their employees work together to achieve shared goals. Teamwork has been widely recognized as a key driver of innovation, creativity, and productivity in both private and public organizations globally. In the 21st century workplace, characterized by technological disruptions, diverse workforces, and increased performance demands, organizations are compelled to rely on cohesive teams that integrate multiple competencies, perspectives, and problem-solving skills (Ojo, 2020). Despite this global recognition, many organizations still struggle to achieve the desired level of teamwork that translates into improved productivity. In developing economies such as Nigeria, organizations are compounded by inadequate leadership support, limited training in collaborative work systems, and hierarchical organizational structures that discourage participation and open communication (Adisa, Abdulraheem, & Isiaka, 2019).

In Nigeria, teamwork has become a strategic necessity due to increasing competition, resource constraints, and the need for innovation in both manufacturing and service organizations (Adewale & Jimoh, 2022). Many Nigerian firms, including those in the publishing industry, however, continue to experience low productivity, poor service delivery, and interpersonal conflicts that could be traced to a weak teamwork culture. These conditions demand strong teamwork to sustain operational efficiency and market competitiveness. University Press Plc, one of Nigeria's foremost publishing companies, operates in an environment that requires collective effort, creativity, and effective communication among employees. However, there are recurring issues such as departmental silos, communication breakdowns, role ambiguity, and low employee morale. These problems may hinder synergy among staff, affect workflow coordination, and ultimately reduce employee productivity. Also, while teamwork has been extensively studied in other sectors, such as banking, manufacturing, and healthcare, empirical evidence on teamwork and employee productivity within Nigeria's publishing industry remains scarce. This research is therefore necessitated by the gaps, hence the need to examine the effect of teamwork on employee productivity in University Press Plc, Nigeria.

Objectives of the Study

The broad objective of the study is to examine the effect of teamwork on employee productivity in University Press Plc, Nigeria. The specific objectives of the study include to:

i. Determine the effect of team communication on employee productivity in University Press Plc, Nigeria.
ii. Ascertain the effect of team spirit on employee productivity in University Press Plc, Nigeria.
iii. Examine the effect of team trust on employee productivity in University Press Plc, Nigeria.

Research Hypotheses

The study is guided by the following hypotheses:

$H0_1$: Team communication has no significant effect on employee productivity in University Press Plc, Nigeria

$H0_2$: Team spirit has no significant effect on employee productivity in University Press Plc, Nigeria

$H0_3$: Team trust has no significant effect on employee productivity in University Press Plc, Nigeria

2. LITERATURE REVIEW

Teamwork

A team is a group of people working towards a common goal. It is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teams are interdependent groups embedded in an organizational context, working toward shared goals through coordinated interaction and mutual accountability (Aziz & Zakaria, 2019). Al Salman and Hassan (2016) defined teamwork as an integration of resources and inputs working in harmony to achieve organizational goals. Teamwork is a dynamic process involving team members' interdependent actions, attitudes, and cognitions that transform individual inputs into collective outputs, such as team effectiveness and satisfaction (Kotlyar & Krasman, 2022).

Teamwork is defined by Kim, Wang, and Chen (2018) as a coordinated effort on the part of a group of people functioning in the interests of a common cause. This implies that teamwork is a method of collaborating with a group of people to achieve a common purpose. The concept of teamwork also refers to the process through which team members collaborate to achieve task goals, converting team inputs into outputs such as effectiveness and satisfaction (Adewale & Jimoh, 2022). Teamwork is considered a strategic driver of productivity, innovation, and employee engagement; it enables organizations to leverage diverse skills, improve decision-making, and foster a positive work culture. Akinade and Obiekwe (2023) argue that team building enhances collaboration and knowledge sharing, which strengthens competitive advantage and organizational learning. Teamwork involves working harmoniously toward a shared goal, empowering individuals within the team to facilitate continuous improvement and recognize the significance of collective action for professional growth.

Dimensions of Teamwork

Different components of teamwork define the functionality of teams. The dimensions of teamwork available in literature include team communication, team spirit, and team trust (Uzor & Onyemere, 2024; Tanko, 2024; Adewale & Jimoh, 2022).

Team Communication

Communication is the process of exchanging information, ideas, and feedback among team members. Team communication ensures clarity, reduces misunderstandings, and aligns efforts toward shared goals (Kotlyar & Krasman, 2022). Clear communication

ensures that everyone understands their roles, responsibilities, and deadlines, and this reduces duplication of work and prevents misunderstandings. Teams that communicate effectively can solve problems faster and make decisions more efficiently (Adewale & Jimoh, 2022). Igbokwe (2024) states that organizations prioritizing clear, timely, and inclusive communication experience higher employee satisfaction and productivity. Strategies such as open-door policies, regular team meetings, and digital platforms foster engagement and collaboration.

Team Spirit

Team spirit, often referred to as esprit de corps, is the sense of unity, enthusiasm, and mutual commitment among team members toward achieving common goals. It is a psychological and emotional factor that influences collaboration, motivation, and ultimately productivity (Agarwal & Adjirackor, 2016). Modern organizations increasingly recognize team spirit as a strategic asset for improving employee performance and organizational success. Team spirit is the feelings that employees hold about the group (Layal, 2023). Team spirit is composed of group members' feelings, beliefs, and values that employees uphold in an organization. Team spirit in an organization is the key to achieve common goals of the team (Meslec et al., 2020). Team spirit is the collective sense of unity, enthusiasm, commitment, and loyalty that connects individuals in a group while they pursue shared objectives.

Team Trust

Team trust is the common expectation that members will act in good faith, fulfill their duties, and prioritize collective interests over personal ones (Ojo, 2020). Team trust refers to the shared belief among team members that others will act reliably, competently, and with integrity. It is a psychological state that reduces perceived vulnerability and fosters collaboration. Trust is considered a critical enabler of team effectiveness and employee performance, especially in environments requiring interdependence and innovation (Kim, Wang & Chen, 2018). Trust among the team members comes when members of the team develop confidence in each other's competence. Trust generates the behavioural basis of teamwork, which results in organizational synergy and better performance of an employee. The development of trust within organizations is the responsibility of individuals (Marique & Stinglhamber, 2016).

Employee Productivity

Employee productivity refers to the output produced by an employee within a given time frame, relative to the resources used (Onyekwelu et al., 2018). It measures how effectively employees convert inputs (time, skills, effort) into outputs (goods, services, or tasks completed). Employee productivity is the efficiency and effectiveness with which employees perform their assigned tasks to achieve organizational goals (Armstrong & Taylor, 2023). Employee productivity can be defined as the time spent actively by employees on tasks that require execution and production (Singh, Solkhe & Gautam, 2022). This definition emphasizes both time utilization and quality of output as key indicators of productivity. Employee productivity measures how efficiently and effectively workers contribute to accomplishing organizational goals. It is a key performance indicator that relates output to inputs such as time, effort, and resources (Abdelwahed & Al Doghan, 2023). Employee productivity is therefore defined as the ability of employees to achieve job tasks and goals through work engagement and organizational support factors such as management support, learning culture, and work environment.

Measures of Employee Productivity

There are many different productivity measures. The choice between them depends on the purpose of productivity measurement and the nature of the organization. Okoh et al. (2023) stated that generally, employee productivity is measured using quality of services and quantity of output, and these indicators are utilized in this study.

Quality of Service

Quality is a measurement of the effectiveness of the products and services provided. Quality is used to address how well the employees are doing the job and the accuracy in carrying out the work (Okoh et al., 2023). Quality is measured using the number or percentage of errors allowed in the unit of work and the level of customer satisfaction, which is determined through customer surveys. Quality in the service is very important because customers usually evaluate a given service by its quality. The quality of service refers to how well employees meet or exceed customer expectations in delivering products or services (Armstrong & Taylor, 2023).

Quantity of Output

Quantity of output refers to the volume of work completed by an employee within a given time frame (Ali et al., 2020). The quantity of work is measured through the number of products produced or services provided, and it involves timeliness, which has to do with how fast work is carried out by the employees (Bartlett, 2021). The quantity of output refers to the measurable amount of work or products produced by an employee or team within a specific time frame.

Relationship between Team Communication and Employee Productivity

Tanko (2023) conducted a study on the effect of teamwork on organisational performance of a production company in Makurdi, Nigeria, and reported that teamwork significantly affects organisational performance. A study by Agarwal (2024) notes that virtual communication technologies significantly impact team cohesion and trust, thereby improving employee productivity. Igbokwe (2024) argues that organizations prioritizing clear, timely, and inclusive communication experience higher employee satisfaction and productivity. Strategies such as open-door policies, regular team meetings, and digital platforms foster engagement and collaboration. Similarly, Meslec et al. (2020) reported that assertive communication styles enhance productivity by reducing conflicts and fostering clarity. Internal communication strengthens team cohesion and sense of belonging, which indirectly boosts productivity.

Relationship between Team Spirit and Employee Productivity

Akinade and Obiekwe (2023) argue that team-building activities strengthen collaboration, trust, and morale, which are essential for sustaining team spirit and improving organizational performance. Onyekwelu et al. (2018) reported that strong team identification and team spirit boost well-being and goal achievement as well as employee productivity. A study by Muchelo and Tende (2023) on

team spirit and employee performance in Abuja Municipal Area Council (AMAC) found a strong positive correlation between team spirit and employee performance. High team spirit led to improved quality output and efficiency.

Relationship between Team Trust ad Employee Productivity

Trust increases communication, commitment, and loyalty between team members. Trust can be considered as a foundation that enables people to work together, and it is an enabler for social interactions. It can also improve team performance and increase the probability of creating successful companies (Marique & Stinglhamber (2016). Trust plays a crucial role when global business teams, startups, and networks are being created. A recent study by Anah and Ozoh (2024) on teamwork development and organizational performance in a public hospital in Anambra State, Nigeria, showed that team trust significantly affects the performance of both the employees and the organization. Hodzic et al. (2024) emphasize that trust and knowledge sharing are central to virtual team effectiveness. Building trust in remote settings requires psychological safety and robust digital platforms.

Theoretical Framework

This study is anchored on the Social Interdependence Theory propounded by Deutsch (1949), which posits that positive interdependence among group members leads to promotive interaction, coordination, and collective achievement. When team members perceive their outcomes as linked, cooperation increases, leading to improved performance. A negative interdependence exists when individuals believe they can only achieve their goals if others fail, which results in competition. The framework supports the hypotheses that teamwork dimensions (communication, spirit, trust) will positively influence employee productivity.

Critics argue that the social interdependence theory may undervalue the role of healthy competition, which can also drive innovation and performance. The theory assumes that cooperation is universally beneficial, but in some organizational cultures and roles (such as sales and marketing), competition may be more effective. Also, not all employees respond positively to interdependence. Personality traits, cultural backgrounds, and personal goals can influence how individuals engage in teamwork.

The theory is relevant to the study because positive interdependence encourages team members to support each other, share knowledge, and coordinate efforts, which improves overall team performance. When employees know that their success is tied to their peers, they are more likely to be engaged and committed to team goals. The theory also supports the development of a collaborative culture, which is essential for innovation, employee satisfaction, productivity, and retention.

3. METHODOLOGY

A cross-sectional survey design was used to examine relationships between teamwork and employee productivity at University Press Plc. The population of the study was 245 marketing and sales staff of the University Press Plc. The population includes sales and marketing staff in Western Region (Lagos, Oyo, Ondo State) and the Northern Region (Benue, Plateau, FCT, Kaduna). A sample size of 152 was computed using Taro Yamane's formula. A structured questionnaire with validated scales (5-point Likert: 1 = Strongly disagree to 5 = Strongly agree) was adopted. The study adopted a content validity, and the test-retest and Cronbach Alpha were used in testing the reliability of the instrument. The data collected were analyzed using simple percentage and multiple regression was used in testing hypotheses at a 0.05 level of significance.

4. RESULTS AND DISCUSSION

The results collected from the participants were analysed and presented as follow:

Table 1: Model Summary

R	R Square	Adjusted R^2	Std. Error of Estimate	Sig.
.848[a]	.719	.712	.784	.000

a. Predictors: (Constant), Team Trust, Team Spirit, Team Communication
b. Dependent Variable: Employee Productivity

Source: SPSS Output, 2025.

The result in Table 1 showed that the regression coefficient, R = .848 (84.8 %), which implies that there is a significant relationship between the independent variables and the dependent variable. The coefficient of determination (0.719) shows that 71.9 % of the variation in employee productivity is explained by the predictor variables, team communication, team spirit, and team trust.

Table 2: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	81.194	3	27.065	115.753	.000[b]
Residual	31.799	136	.234		
Total	112.993	139			

a. Dependent Variable: Employee Productivity
b. Predictors: (Constant), Team Trust, Team Spirit, Team Communication

Source: SPSS Output, 2025.

The F-value (115.753) in Table 2 indicates that the model is significant (P=.000 < 0.05). This implies that over all regression model is statistically significant, valid and fit. The independent variables are positively and significantly related with the dependent variable.

Table 3: Multiple Regression Analysis

Variables	B	S.E	β	t	Sig
Constant	.312	.264		1.181	.000
Communication	.467	.092	.429	5.075	.000
Spirit	.444	.090	.412	4.911	.000
Trust	.152	.041	.172	3.728	.000

Source: SPSS Output, 2025.

The regression coefficient in Table 3 shows that for team communication, β_1 = .429, which implies that a one percent increase in team communication will results to 42.9 percent change in employee productivity level if other variables are kept controlled. For team spirit, β_2 = .412, and this means that a one percent increase in team spirit will increase employee productivity by 41.2 % if other variables are kept constant, and for team trust β_3 = .172, which entails that a change in team trust results to 7.2 % increase in employee productivity if other variables are kept constant.

Hypotheses Testing and Findings

The three hypotheses formulated in this study were tested as follows:

$H0_1$: Team communication has no significant effect on employee productivity in University Press Plc, Nigeria

To test this hypothesis, the strength of the effect of team communication on employee productivity was measured by the computed p-value is less than the significance level (α) of 0.05 (*p-value* 0.000 <α 0.05), the null hypothesis was rejected. This implies that team communication has a significant positive effect on employee productivity in University Press Plc. The outcomes of the study revealed that there is a positive significant effect of team communication has a significant positive effect on employee productivity in University Press Plc. The result agrees with previous studies by Igbokwe (2024) Tanko (2024) who reported a significant effect of communication on employee performance in organizations. The result is supported by Meslec et al. (2020) whose study found that team communication significantly enhance productivity by reducing conflicts and fostering clarity.

$H0_2$: Team spirit has no significant effect on employee productivity in University Press Plc, Nigeria

The result of hypothesis two showed that there is a significant positive effect of team spirit on employee productivity (*p-value* 0.000 <α 0.05), since the p-value is less than the significance level (α) of 0.05. The null hypothesis was rejected and alternate hypothesis accepted. The result of this hypothesis aligns Muchelo and Tende (2023) who reported a positive relationship between team spirit and organizational performance. A study by Akinade and Obiekwe (2023) also affirmed that team spirit significantly improves employee and organizational performance.

$H0_3$: Team trust has no significant effect on employee productivity in University Press Plc, Nigeria

To test hypothesis three, the strength of the effect of team trust on employee productivity was measured by the calculated p-value = 0.000 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (*p-value* 0.000 <α 0.05), the null hypothesis was rejected and alternate hypothesis accepted. This indicates that team trust has a significant positive effect on employee productivity in University Press Plc. The result is in line with Anah and Ozoh (2024) whose study showed a significant effect of team trust on both employee and organizational performance. The result is corroborated by Hodzic et al. (2024) who argued that trust is important in improving the efficiency of employees at work.

5. CONCLUSION AND RECOMMENDATIONS

The study explored the effect of teamwork dimensions (communication, spirit, and trust) on employee productivity in University Press Plc, Nigeria. The study concludes that effective communication enhances clarity, reduces misunderstandings, and fosters collaboration, leading to improved performance. The study also concludes that a strong sense of camaraderie and shared goals among team members boost morale, motivation, and collective output. Finally, the study concludes that trust among team members encourages openness, reduces conflict, and promotes a supportive work environment, which enhances productivity in University Press Plc.

Based on findings and conclusions drawn, the following recommendations are made:

i. University Press Plc should implement regular team meetings, feedback sessions, and digital collaboration in the company to help encourage open-door policies and transparent leadership communication.

ii. The organizations should organize retreats, workshops, and informal gatherings to foster relationships and build team spirit.

iii. To ensure continuous team trust, the company should encourage accountability and integrity through clear policies and fair treatment. It should provide leadership training focused on empathy, active listening, and conflict resolution to improve employee productivity.

FUNDING INFORMATION

The work entitled, “Teamwork and Employee Productivity in University Press Plc, Nigeria” was conducted without any external

funding from any source and we declare that no funding agency or authority involved in our research.

CONFLICT OF INTEREST

We both the authors hereby solemnly declare that the research on, "Teamwork and Employee Productivity in University Press Plc, Nigeria" is free from conflict of interest.

INFORMED CONSENT

We the authors hereby offer our free consent to the publisher to publish our information, data as per the norms concerned to our research paper "Teamwork and Employee Productivity in University Press Plc, Nigeria".

DATA AVAILABILITY

We Dr. Asenge, E.L., corresponding author, Ikyor, D.C., Dr. Olotu, O. A. and Dr. Agbanu, I.I. hereby declare that the data concerned to the research work on "Teamwork and Employee Productivity in University Press Plc, Nigeria" is available on authorized demand of concerned authority.

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