

**THE IMPACT OF TEAMWORK ON ORGANIZATIONAL PERFORMANCE: A CASE
STUDY OF EDO STATE BOARD OF INTERNAL REVENUE**

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**A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION,
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CERTIFICATION

We the undersigned hereby, certify that this project work was carried out by **UMUKORO OMOROWA OSAYANTIN JESSICA** with matriculation number **SSC2105875** under our supervision and is adequate in scope and quality for partial fulfilment of the requirement for the award of Bachelor of Science (B.Sc) in Public Administration.

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DEDICATION

This project is dedicated to God Almighty for His grace, strength, and guidance throughout my academic pursuit. I also dedicate this work to my beloved parents, Mr. Monday Omorowa and Mrs.

Rita Omorowa, whose love, prayers, support, and encouragement made the successful completion

of this project possible.

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ABSTRACT

This study investigated the impact of teamwork on organizational performance at the Edo State Board of Internal Revenue. Specifically, the study sought to identify the aspects of teamwork that enhance organizational effectiveness, examine the challenges employees face while working as a team, and assess how teamwork affects overall organizational performance. A survey research design was employed, and data were collected through a structured questionnaire administered to thirty (30) employees across different departments. The data were analyzed using descriptive statistics, including frequency and percentage tables.

Findings revealed that trust among team members, willingness to resolve problems, reliability, confidentiality, and effective leadership are key aspects that positively influence organizational effectiveness. The study also identified limited employee participation in decision-making and leadership-related constraints as major obstacles to teamwork. Furthermore, teamwork was found to improve task completion speed, service quality, utilization of skills, and organizational output. The study concluded that effective teamwork significantly enhances organizational performance. It is recommended that management strengthen team-building initiatives, promote employee involvement in decision-making, and provide regular training to foster collaboration and improve overall performance.

CHAPTER ONE

INTRODUCTION

1.0 Background in the Study

In today's quick and busy business environment, companies are always trying to find new ways to do better and stay on top. One approach that has become very popular is working together as a team. Many companies are changing from strict ways of working and are now focusing on helping employees work together more to get better results. Agarwal (2016) said that teamwork is the process of collaborating with a group of people to achieve a goal. They also said teamwork has a long history and is used in various instances, including production and marketing. A team can refer to a management, production, or organizational unit. The whole purpose of the concept of teamwork is that workload is drastically scattered into pieces of work for everyone to take part making it fun and effective. Manzoor (2011) said leaders now more than ever understand the value of teamwork in this age of heightened competition because by working together, teams can increase individual outputs. In 2003, Hartenian highlighted a point in an article that in the new business world, managers of organizations are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills.

Working as a team is very important for how well a company does. When people work well together, they can use their different skills, share new ideas, and fix problems more quickly. This usually helps the company to be more productive, make better decisions, and create a happier work place. Often, the success of a company is not just about individual skills, but how well the team works together. The capacity to cooperate in pursuit of a common goal is known as teamwork. It is a fuel that enables ordinary people to achieve extraordinary outcomes. It is commonly acknowledged that collective action fosters teamwork and helps any institution or

organization succeed. Teams empower individuals and help them become more self-reliant. Advantages of collaborative work done in a group setting. Getting together with others can also help people comprehend the value of cooperation and how the Organizations function and foster a culture of collaboration and achievement. But creating strong teams isn't always simple. Problems like not communicating well, not trusting each other, not knowing what everyone's job is, and different personalities clashing can stop a team from working well. These issues can directly affect how well the whole company performs. Askari in 2020 used a cooperative game theory approach to show how teamwork improves organizational performance by enhancing communication, motivation, and fair reward systems. Stronger bonds between employees, improved communication, and a feeling of purpose can all result from a collaborative work environment. Long-term success depends on increased employee engagement and retention, which are frequently the outcome of these characteristics. Not every team, though, succeeds. Interpersonal disputes, imprecise goals, poor leadership, and a lack of coordination can all impair team effectiveness and impede organizational advancement. Because of this, it is critical for organizations to comprehend what makes teamwork successful and how to enhance it. A 2024 case study from Adomako in Ghana confirms that teamwork has a significant and positive effect on firm performance, emphasizing inclusivity and collaboration.

This project is about looking at how teamwork influences how well an organization works. It will examine what makes a team work well, the common challenges teams face, and how companies can improve teamwork to get better results. The aim is to understand how teamwork and company performance are connected, and to offer ways that organizations can use teamwork more effectively.

The Edo State Board of Internal Revenue is very important because it helps the state generate revenue and manage its finances. However, its performance is hindered by internal teamwork issues. Katzenbach (1993) said even though teamwork is known to be important for success in any organization, there is little research on how teamwork specifically affects performance at the Edo State Board of Internal Revenue. Internal reports reveal that poor communication, undefined roles, and weak collaboration hinder the Board's ability to improve revenue collection and deliver quality service. In 2005, Salas highlighted in an article that these teamwork problems can reduce motivation and productivity among employees. However, there hasn't been any detailed study looking into how teamwork affects the Board's performance or what can be done to improve it.

This research aims to find out how teamwork impacts the organizational performance of the Edo State Board of Internal Revenue. It will look at the current teamwork practices, find out the challenges teams face, and suggest ways to improve teamwork to help the Board perform better.

1.1 Research Objectives

This study's overall objective is to examine how teamwork affects organizational performance. Its particular goals are as follows:

- 1) To determine the aspects of teamwork that influence the Edo State Board of Internal Revenue's organizational performance.
- 2) To ascertain the difficulties that employees face while working as a team.
- 3) To determine how teamwork affects organizational performance.

1.4 Research Questions

- 1) What aspect of teamwork influences the effectiveness of an organization?
- 2) What are the obstacles to employee teamwork?
3. Does teamwork have a major effect on how well an organization performs?

1.5 Scope of Study

This study focuses on examining the impact of teamwork on organizational performance, within Edo State Board of Internal Revenue from 2020 till date. In order to comprehend how teamwork affects productivity, efficiency, and overall performance, the research will focus on workers from various departments and roles.

The study will be conducted at the Edo State Board of Internal Revenue, in Benin City, Edo State, Nigeria. The findings from this study are expected to provide insights that may be applicable to similar organizations within and beyond the region.

1.6 Significance of the Study

This study emphasizes how crucial collaboration is to raising organizational performance. By demonstrating how productive teamwork can result in improved communication, stronger workplace relationships, and increased productivity, it is anticipated to benefit managers, employees, and business owners. Organizations frequently struggle to achieve their objectives when there is a lack of teamwork, which can impact competitiveness and overall performance.

The results of this study will also be helpful to other researchers who want to study related subjects. It will add to the body of knowledge already in existence and serve as a helpful

resource for upcoming research, particularly for individuals wishing to comprehend the significance of teamwork in organizational success. This study can assist in directing future research in this field by identifying knowledge gaps. Additionally, government organizations and policymakers might find the study useful, especially when organizing training sessions, workshops, or seminars meant to enhance the effectiveness of public institutions. In these organizations, encouraging teamwork can help coordinate employee efforts and guarantee that goals and objectives are met more quickly.

CHAPTER TWO

LITERATURE REVIEW & THEORETICAL FRAMEWORK

2.0 Concept of Teamwork

Teamwork has become a central theme in organizational studies over the past few decades. According to Katzenbach (1993), teamwork is “a small number of people with complementary skills, committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.” This definition underscores the importance of complementarity and accountability in achieving collective goals.

Hackman (2002) defined a team as a collection of individuals who rely on one another to achieve outcomes that could not be accomplished independently. This means that the strength of a team lies in its ability to integrate diverse skills, experiences, and perspectives. Similarly, West (2012) argues that teamwork fosters innovation by providing opportunities for members to challenge assumptions, share knowledge, and co-create solutions.

In today’s dynamic business and public service environment, teamwork is not optional but a necessity. Manzoor (2011) asserts that organizations with effective teamwork structures experience higher productivity, better decision-making, and improved employee satisfaction. This view is echoed by Amah (2013), who found that teamwork in Nigerian organizations enhances organizational culture, promotes synergy, and improves performance.

Teamwork also has psychological and social benefits. According to Tannenbaum (2012), employees in cohesive teams often experience higher job satisfaction, lower stress levels, and stronger organizational commitment. In public institutions, effective teamwork ensures

accountability and transparency, which are critical for service delivery and public trust (Okoro 2015).

2.1 Dimensions of Teamwork

Teamwork is not a single construct but a combination of various elements that together determine its effectiveness. Several dimensions influence whether a team performs well or poorly. These include communication, trust, leadership, goal clarity, diversity, and cohesion, among others.

Communication

Communication is widely regarded as the backbone of effective teamwork. Salas (2015) argue that when communication channels are open, accurate, and timely, teams are more likely to align their actions with organizational objectives. Good communication reduces misunderstandings, enables knowledge sharing, and fosters collaboration. For instance, in government revenue boards, poor communication between departments can lead to duplication of work or delays in tax collection processes. In contrast, strong communication networks enable departments to coordinate taxpayer services, share data effectively, and respond quickly to challenges.

Trust

Trust is another crucial dimension. Dirks (2001) define trust as the willingness to be vulnerable to the actions of others based on positive expectations. Teams without trust often experience suspicion, micromanagement, and reluctance to share information. High-trust environments encourage openness, mutual respect, and risk-taking. For example, in Nigerian public institutions, when employees trust that their contributions are valued and will not be exploited, they are more willing to collaborate in problem-solving. This builds a culture of integrity and accountability.

Leadership

Leadership provides direction, motivation, and conflict resolution within teams. Zaccaro (2001) emphasize that effective leaders inspire their teams through vision, role clarification, and feedback. Transformational leaders in particular empower members to think creatively and commit to team goals. In revenue-generating organizations like the Edo State Board of Internal Revenue, strong leadership ensures that employees across departments remain focused on revenue targets despite challenges such as bureaucracy or limited resources.

Goal Clarity

Clear and shared goals are essential for teamwork success. Locke (2002) argue that when team members understand their objectives, they are more focused and motivated to achieve them. Goal ambiguity, on the other hand, leads to confusion, duplication of effort, and conflict. In public organizations, goal clarity ensures that employees at different levels from tax assessors to auditors understand how their roles contribute to the broader goal of increasing state revenue.

Diversity

Team diversity refers to the mix of cultural backgrounds, skills, experiences, and perspectives within a group. Williams (1998) highlight that diversity enhances creativity and problem-solving by bringing multiple viewpoints to discussions. However, diversity also poses challenges, such as potential misunderstandings due to cultural or communication differences. In Nigeria, with its multi-ethnic workforce, effective management of diversity within teams can lead to innovative solutions to organizational challenges, especially in policy enforcement and taxpayer education.

Cohesion

Cohesion is the degree to which team members are attracted to the group and committed to its goals. Beal (2003) found a strong positive relationship between team cohesion and performance. Cohesive teams demonstrate solidarity, resolve conflicts quickly, and are highly motivated. In the Edo State Board of Internal Revenue, high team cohesion could translate into stronger departmental collaboration, faster problem resolution, and improved service delivery to taxpayers.

Accountability and Role Allocation

Another important dimension is accountability and the clear definition of roles. Hackman (2002) stresses that effective teams distribute tasks based on individual strengths and hold members accountable for outcomes. Without accountability, teams may suffer from social loafing, where some members contribute less effort while relying on others. In revenue agencies, defined roles ensure that no aspect of revenue collection is neglected.

In sum, these dimensions which are communication, trust, leadership, goal clarity, diversity, cohesion, and accountability determine the quality of teamwork. Organizations that actively cultivate these elements are more likely to experience improved performance, employee satisfaction, and innovation.

2.1.1 Teamwork and Organizational Performance

Organizational performance has been defined in various ways across management literature, often encompassing efficiency, productivity, service delivery, profitability, employee satisfaction, and innovation (Richard 2009). Teamwork is one of the central factors that drive these outcomes, as it integrates individual contributions into collective results. The relationship between

teamwork and organizational performance has attracted considerable attention among researchers, both in developed and developing countries.

Teamwork and Productivity

Numerous studies have established that effective teamwork enhances productivity. Hoegl (2001) showed that high-quality teamwork characterized by open communication, balanced participation, mutual support, and effort coordination significantly increases project success rates in innovative industries. Similarly, Manzoor (2011) found in Pakistan that teamwork positively influences employee motivation, which in turn boosts productivity and efficiency. In Nigerian organizations, Amah (2013) reported that collaborative teamwork improved work culture, reduced duplication of efforts, and raised organizational output.

For public institutions such as the Edo State Board of Internal Revenue, teamwork can directly impact productivity by improving coordination among departments. For instance, when audit, compliance, and taxpayer services teams work together, they minimize delays, enhance revenue collection, and reduce leakages.

Teamwork and Service Delivery

Effective teamwork is also closely linked to improved service delivery, particularly in the public sector. Okoro (2015) highlight that government institutions in Nigeria that foster teamwork among employees are better positioned to deliver timely and effective services. This is because teamwork encourages knowledge sharing and cross-functional collaboration, reducing bottlenecks associated with rigid bureaucratic structures. In the context of the Edo State Board of Internal Revenue, improved teamwork may lead to better taxpayer education, faster resolution of complaints, and more efficient revenue mobilization.

Teamwork and Innovation

Teamwork fosters creativity and innovation by pooling diverse perspectives and expertise. Williams (1998) argue that heterogeneous teams, though more challenging to manage, often outperform homogeneous teams in generating new ideas. Tjosvold (1998) also suggests that constructive conflict within teams can lead to innovative solutions. In Ghana, Adomako (2024) found that inclusive teamwork practices enhanced innovation and adaptability, leading to stronger organizational performance. Nigerian institutions, which face complex challenges in governance and resource mobilization, can benefit from such creativity when teamwork is effectively harnessed.

Teamwork and Employee Engagement

Employee engagement refers to the level of commitment and emotional investment employees have in their work. Teamwork has been shown to strengthen engagement by fostering a sense of belonging and mutual accountability. According to Tannenbaum (2012), employees in cohesive teams report higher job satisfaction and lower turnover intentions. Salas (2015) further argue that engaged employees demonstrate greater willingness to go beyond their formal job descriptions, which enhances overall organizational performance. In the case of the Edo State Board of Internal Revenue, higher engagement through teamwork can reduce absenteeism, increase accountability, and improve morale among staff.

Teamwork and Leadership Outcomes

Leadership is a critical factor in both teamwork and performance. Zaccaro (2001) highlight that team-oriented leadership styles, such as transformational leadership, positively influence team collaboration and, consequently, organizational performance. Leaders who encourage

participation and foster inclusivity create an environment where teamwork thrives, leading to better outcomes. This is particularly relevant in public institutions, where strong leadership is needed to manage the complexities of bureaucratic systems.

Teamwork and Financial Performance

Although teamwork is often studied in relation to employee and organizational behavior, it also has implications for financial outcomes. Askari (2020) demonstrated that teams structured around fair reward systems and cooperative strategies achieved superior organizational outcomes. In Nigeria, Anazonwu (2018) reported that effective teamwork practices in corporate governance improved transparency, accountability, and ultimately, financial performance. For revenue-generating agencies, improved financial performance translates directly into increased state revenue and fiscal stability.

Teamwork in Public Sector Organizations

While much of the literature on teamwork focuses on private organizations, there is growing recognition of its importance in the public sector. Public institutions often face unique challenges, including rigid hierarchies, limited resources, and political pressures. Nonetheless, teamwork has been shown to enhance efficiency and accountability in these settings. For example, Okoro (2015) found that teamwork in Nigerian ministries improved service delivery and reduced inefficiencies. In revenue boards, teamwork ensures that employees across departments such as enforcement, collections, and auditing coordinate effectively to meet revenue targets.

Summary of the Relationship

In summary, teamwork contributes to organizational performance in multiple ways: by improving productivity, service delivery, innovation, employee engagement, leadership

outcomes, and financial performance. However, the extent of these benefits depends on how well organizations address challenges such as communication barriers, role ambiguity, and leadership weaknesses. For the Edo State Board of Internal Revenue, which plays a crucial role in revenue generation for the state, teamwork is not only desirable but essential for achieving organizational effectiveness and long-term sustainability.

2.1.2 Challenges of Teamwork

While teamwork provides many benefits, it is not without challenges. Poorly managed teams can lead to inefficiency, conflicts, and reduced organizational performance. The main barriers to effective teamwork are communication breakdowns, role ambiguity, interpersonal conflicts, weak leadership, resistance to change, and lack of resources.

Poor Communication

Effective teamwork depends heavily on the flow of information. Miscommunication or lack of timely updates can derail projects and lead to errors. West (2012) notes that unclear communication often results in duplication of tasks, reduced trust, and missed deadlines. In Nigerian public institutions, bureaucratic bottlenecks often slow down communication, causing delays in decision-making and service delivery. For example, when information about new tax policies is not properly disseminated, different departments may enforce conflicting procedures.

Role Ambiguity

Kahn et al. (1964) describe role ambiguity as uncertainty regarding expectations, responsibilities, or authority within a team. When roles are not clearly defined, employees may either overstep boundaries or fail to perform essential tasks. In government revenue boards, this could mean that

certain stages of revenue collection or auditing are neglected, leading to inefficiency and reduced performance.

Conflict and Personality Clashes

Teams are made up of individuals with different personalities, values, and attitudes. Jehn (1995) distinguishes between task conflict (which can sometimes be beneficial) and relationship conflict (which is often destructive). While disagreements over strategies can spark creativity, personality clashes typically harm morale and performance. In Nigerian organizations, cultural and generational differences sometimes create tension among staff, making teamwork less effective.

Weak Leadership

Leadership plays a central role in coordinating teams and resolving disputes. Zaccaro (2001) argue that ineffective leadership often results in lack of motivation, poor coordination, and unmanaged conflict. In public institutions, weak leadership may manifest as favoritism, poor delegation, or failure to enforce accountability, thereby reducing team effectiveness.

Resistance to Change

Many organizations face resistance when trying to implement teamwork structures, especially in bureaucratic environments. Okoro (2015) observe that rigid hierarchies in Nigerian public service often discourage employees from embracing teamwork, as workers may fear losing autonomy or authority. This resistance slows down reforms aimed at improving efficiency and innovation.

Lack of Resources and Incentives

Tjosvold (1998) highlights that without adequate resources such as training, technology, or financial incentives teams cannot function effectively. Public institutions in Nigeria often face budgetary constraints that limit their ability to provide necessary tools or reward systems for teams. As a result, employees may lack motivation to collaborate effectively, leading to poor performance outcomes.

Social Loafing

Social loafing refers to the tendency of some team members to contribute less effort when working in a group than when working individually (Latané, 1979). This challenge often arises when there is no clear accountability system. In large government organizations, some employees may rely on others to complete tasks, thereby reducing overall efficiency.

Cultural and Structural Barriers

In multi-ethnic societies like Nigeria, cultural differences can sometimes hinder cooperation. Additionally, the rigid hierarchical structure of many public organizations discourages open communication and participatory decision-making (Okoro, 2015). These barriers reduce the potential benefits of teamwork in public sector institutions.

In conclusion, while teamwork has been shown to improve performance, organizations must address challenges such as poor communication, unclear roles, conflicts, weak leadership, and resistance to change, and lack of resources. Overcoming these barriers is critical to harnessing the full potential of teamwork in organizations like the Edo State Board of Internal Revenue.

2.2 Theoretical Framework

The theoretical framework provides the foundation on which this study is built. Theories guide research by offering explanations of how variables are related and why certain phenomena occur. Since this study examines the impact of teamwork on organizational performance, it is important to draw from theories that explain group behavior, collaboration, and organizational effectiveness. The following theories listed here are particularly relevant independently to this research but i am going to be throwing light on just one. Some of those theories include: Resource-Based View (RBV), Input-Process-Output (IPO) Model, Human Relations Theory, Social Interdependence theory.

Social Interdependence Theory

The Social Interdependence Theory, developed by Deutsch (1949), argues that the outcomes of group members are determined by the way their goals are structured. Positive interdependence occurs when individuals perceive that they can achieve their objectives only if others in the group also achieve theirs, leading to cooperation, trust, and shared accountability. Negative interdependence, on the other hand, fosters competition, where success for one means failure for others. In the context of the Edo State Board of Internal Revenue, this theory explains why departments that align their goals and collaborate effectively are likely to achieve better revenue outcomes than those that work in isolation.

Relevance of the Theories to the Study

These theories collectively provide a lens for examining how teamwork influences organizational performance. Social Interdependence Theory highlights the importance of cooperation and shared goals. The Resource-Based View positions teamwork as a valuable organizational asset. The IPO Model provides a structure for analyzing how teamwork practices

translate into performance outcomes. Finally, the Human Relations Theory emphasizes the psychological and social benefits of teamwork. Together, these perspectives guide this study in analyzing how teamwork practices at the Edo State Board of Internal Revenue can enhance efficiency, service delivery, and overall performance.

2.3 Empirical Review

Empirical studies provide evidence on how teamwork influences organizational performance across different contexts. These studies vary in scope, methodology, and geographical coverage, but they consistently reveal that teamwork is a critical driver of organizational success. This section reviews findings from global studies, African contexts, and Nigerian organizations, with emphasis on public institutions.

Evidence from Global Studies

Globally, teamwork has been extensively studied in both private and public organizations. Hoegl (2001), in their study of innovative projects in Germany, found that teamwork quality measured by communication, coordination, balance of contributions, and effort was positively associated with project success and customer satisfaction. Their findings highlight that teamwork not only improves internal performance but also enhances organizational reputation. Similarly, Tjosvold (1998) established that cooperative teamwork leads to higher productivity and innovation compared to competitive work structures.

In the United States, Salas (2015) emphasized that teamwork significantly enhances safety, decision-making, and performance in high-risk sectors such as aviation, health care, and the military. Their research shows that when teams are well-coordinated, they make fewer errors and achieve higher performance outcomes. Likewise, Dirks (2001) found that trust within teams

improves collaboration and contributes to higher organizational effectiveness. These findings demonstrate that teamwork is universally important, regardless of sector or national context.

Evidence from African Contexts

In African countries, researchers have confirmed that teamwork plays a pivotal role in boosting organizational performance, especially in environments characterized by resource constraints and institutional inefficiencies. Adomako (2024), in a Ghanaian case study, reported that inclusive teamwork practices enhanced collaboration, improved service delivery, and increased financial performance in both private and public firms. The study particularly noted that teams that valued inclusivity and communication were more innovative and adaptive.

Another African study by Kiggundu (1989) on management in developing countries argued that teamwork is crucial in overcoming bureaucratic bottlenecks and ensuring efficiency in public service organizations. In South Africa, Engelbrecht (2017) found that teamwork, when combined with ethical leadership, significantly influenced employee performance and organizational citizenship behavior. These studies highlight that teamwork is a practical solution for addressing systemic challenges in African organizations, including those in the public sector.

Evidence from Nigeria

In Nigeria, empirical research strongly supports the argument that teamwork contributes to organizational performance. Amah (2013) examined teamwork in Nigerian firms and found that it enhanced organizational culture, improved collaboration, and boosted overall performance. Their study confirmed that teamwork fosters a sense of belonging and shared responsibility, which motivates employees to contribute more effectively to organizational goals.

Similarly, Okoro (2015) studied teamwork in Nigerian government ministries and reported that effective teamwork improved service delivery, reduced inefficiencies, and enhanced accountability. Their findings are particularly relevant to institutions such as the Edo State Board of Internal Revenue, where collaboration across departments is critical for achieving revenue targets.

Another Nigerian study by Edeh (2019) revealed that workforce diversity, when managed within a teamwork structure, positively influenced organizational outcomes in banks. This shows that teamwork can turn potential challenges, such as diversity and cultural differences, into strengths. Furthermore, Anazonwu (2018) found that teamwork in corporate governance improved accountability and financial reporting, which ultimately strengthened organizational performance.

Comparative Insights

When comparing evidence across contexts, a common theme emerges: teamwork is positively associated with performance outcomes. However, the magnitude of this relationship depends on the organizational setting. In developed countries, the focus has been on how teamwork improves innovation, efficiency, and service quality. In African and Nigerian contexts, studies emphasize how teamwork helps overcome structural challenges such as poor infrastructure, weak leadership, and bureaucratic inefficiencies. Thus, while teamwork universally improves organizational performance, its relevance is even more pronounced in developing countries where collaboration can compensate for systemic weaknesses. This highlights the importance of studying teamwork in public organizations like the Edo State Board of Internal Revenue, which face complex challenges in revenue collection and service delivery.

Summary of Literature Review

The reviewed literature shows that teamwork is a critical determinant of organizational performance across different contexts. Theoretical perspectives such as Social Interdependence, RBV, IPO, and Human Relations support the link between teamwork and performance. Empirical evidence confirms that teamwork improves productivity, innovation, and employee satisfaction. However, research in Nigerian public organizations, particularly in revenue-generating institutions, remains limited. This gap provides justification for this study on the Edo State Board of Internal Revenue.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design is the blueprint for conducting a study that ensures valid and reliable results. This study adopted a survey research design, which is commonly used in organizational studies to gather data from a defined population and analyze relationships between variables (Rogelberg, 2002). The survey method is appropriate for this research because it allows the collection of data from employees regarding teamwork practices and their perceived impact on organizational performance. It is also suitable for descriptive and explanatory purposes, especially when studying attitudes, opinions, and behaviors (Igo, 2007).

3.2 Population of the Study

The population refers to the entire group of individuals relevant to the research objectives. In this study, the population consists of employees of the Edo State Board of Internal Revenue, located in Benin City, Edo State, Nigeria. These individuals were selected because they are actively involved in teamwork and organizational processes.

3.3 Sample and Sampling Techniques

The sample size for this study was 30 respondents, drawn from employees of the Edo State Board of Internal Revenue, Benin City. This group was selected to represent the larger population of the organization. The sample was considered adequate to provide useful insights about teamwork and organizational performance.

A purposive sampling technique was used to select respondents from key departments where teamwork is more active. This approach ensures that information is obtained from individuals

who are directly involved in team-related activities. For illustration, if a formula-based approach were applied, the Taro Yamane formula could be used:

$$n = \frac{N}{1+N(e)^2}$$

Where $e = 0.05$ (margin of error). Substituting $N = 30$:

$$n = \frac{30}{1+30(0.05)^2} = 27.91 \approx 28$$

This shows that about 28 respondents would have been adequate, but for accuracy and inclusiveness, 30 respondents were used to ensure adequate representation of the organization.

3.4 Data Collection

Primary data was collected using a structured questionnaire. This method was chosen because it allows for consistency in responses and reduces bias. The questionnaire was designed to be simple and easy to understand, making it suitable for all respondents regardless of their role or department.

3.5 Research Instrument

The main instrument used for data collection was a structured questionnaire consisting of closed-ended questions. The questionnaire was divided into four sections:

Section A: Questions 1–6 focused on demographic information.

Section B–C: Questions 7–20 addressed the research objectives and explored aspects of teamwork, challenges faced, and its impact on performance.

Responses were measured using a 5-point Likert scale, which helped assess levels of agreement or disagreement with various statements related to teamwork and organizational performance.

3.6 Method of Data Analysis

The data collected from respondents were analyzed using quantitative methods. Responses from the questionnaires were coded and entered into tables showing frequency counts and percentages. This process helped to summarize and interpret the data in a clear and systematic manner, leading to conclusions about the relationship between teamwork and organizational performance at the Edo State Board of Internal Revenue. The use of frequency and percentage distributions made it easier to identify patterns and draw meaningful insights on how teamwork influences organizational performance. The results were presented in tabular form for clarity, without the use of charts or complex statistical tools.

CHAPTER FOUR

DATA REPRESENTATION, INTERPRETATION AND DISCUSSIONS OF FINDINGS

4.0 Introduction

This study adopted a survey research design through the use of a structured questionnaire which was administered to thirty (30) employees of Edo State Board of Internal Revenue.

4.1 Data Presentation and Analysis for Edo State Board of Internal Revenue

Table 4.1.1: Demography of Respondents

S/N	Responses	Frequency	Percentage%
1	GENDER		
	Male	14	46.7
	Female	16	53.3
		Total = 30	=100%
2	MARITAL STATUS		
	Married	14	46.7
	Single	9	30.0
	Divorced	7	23.3
		Total = 30	=100%
3	AGE		
	<20yrs	-	-
	21-30yrs	8	26.7
	31-40yrs	19	63.3
	41-50yrs	3	10.0
	>50yrs	-	-

4	EDUCATION		
	O LEVEL	-	-
	OND	-	-
	HND	10	33.3
	DEGREE	18	60.0
	HIGHER DEGREE	2	6.7
5	WORK EXPERIENCE		
	<1yrs	2	6.7
	1-5yrs	4	13.3
	6-10yrs	15	50.0
	>10yrs	9	30.0
6	DEPARTMENTS		
	ICT	4	14
	Human Resources & Administration	2	7
	Internal Audit,	2	7
	Corporate Communication,	1	2
	Finance and Administration,	5	17
	Legal Services,	2	7
	Audit and Investigation,	3	9
	Corporate Services Directorate,	2	7
	Motor Vehicle Administration Agency	2	7
	Tax Enforcement Directorate	2	7
	Tax Compliance	3	9

	Directorate		
	Tax Operation Directorate	2	7
	Total = 12	Total = 30	= 100%

Source: Researchers construct (2025)

Table 4.1 above, shows the demographics of 30 respondents of which (46.7%) were 14 male, while 16 (53.3%) were female, indicating a slightly higher participation of female staff. Most respondents (46.7%) with a number of 14 were married, 9 were single which (30%) was and just 7 were divorced which as (23.3%). Most respondents were between the ages of 31–40years with a value of 19 (63.3%), followed by 21 – 30years with a value of 8 (26.7%) and lastly 41 – 50years with just 3 (10%) in value, suggesting that the workforce consists mainly of young and active employees. A majority of respondents which were 18 held a Bachelor’s degree (60%), 10 (33.3%) had HND, and just 2 (6.7%) had higher degree. Just 2 (6.7%) respondent had less than one year of working experience, 4 (13.3%) had 1 – 5years of working experience, 15 (50.0%) out of the respondent had 6-10years of work experience, 9 (30.0%) out of the respondent had above 10years of work experience reflecting a relatively experienced and educated workforce. The department was 12 in number which is 100% of the departments present in the office government body whose respondents participated in answering the survey questions were 12 in total namely: ICT 4 (14%), Human Resources and Administration 2 (7%), Internal Audit 2 (7%), Corporate Communication 1 (2%), Finance and Administration 5 (17%), Legal Services 2 (7%), Audit and Investigation 3 (9%), Corporate Services Directorate 2 (7%), Motor Vehicle 2 (7%), Tax Enforcement Directorate 2 (7%), Tax Compliance Directorate 3 (9%) and lastly, Tax Operation Directorate 2 (7%). The demographic data indicate a slightly higher number of female respondents than males. Most respondents are married and fall within the 31–

40 years age bracket, suggesting a young and active workforce. The majority possess at least a first degree or HND, reflecting a well-educated workforce. In addition, most respondents have between 6–10 years of work experience, indicating that the organization is staffed with experienced employees drawn from all major departments.

Table 4.1.2: Teamwork and the effect on organization

S/N		STRONGLY AGREE		AGREE		UNDECIDED		DISAGREE		STRONGLY DISAGREE	
		Freq uenc y	Percent age (%)	Fre que ncy	Percen tage (%)	Fre que ncy	Percen tage (%)	Fre que ncy	Percen tage (%)	Fre que ncy	Percen tage (%)
7	Team members trust one another.	21	70.0	5	16.7	4	13.3	-	-	-	-
8	When problems arise, members show willingness to resolve them.	26	86.7	4	13.3	-	-	-	-	-	-
9	Confidential information is respected and kept within the team.	30	100	-	-	-	-	-	-	-	-
10	Team members can rely on one another to fulfill commitments.	16	53.3	14	46.7	-	-	-	-	-	-

Source: Researchers construct (2025)

Table 4.1.2 shows that 21 (70.0%) respondent strongly agree that team members trust one another, 5 (16.7%) respondent agree and 4 (13.3%) respondent where uncertain and didn't decided on the issue. The table also shows that 26 (86.7%) strongly agree that when problems arise, members show willingness to resolve them, 4 (13.3%) respondent also agree with that as

well. 100% of the 30 respondent strongly agree that confidential information is respected and kept within the team. Lastly, the table shows that 16 (53.3%) of the respondent strongly agree to the fact that team members can rely on one another to fulfill commitments and the remaining 14 (46.7%) also agree with that same opinion. The findings show a high level of trust, cooperation, and confidentiality among team members. Most respondents strongly agree that team members willingly resolve problems and can rely on one another to fulfill commitments. This suggests that trust, cooperation, and reliability are key aspects of teamwork that influence organizational effectiveness.

Table 4.1.3: Obstacle’s to employee teamwork and its effect on effective organization

S/N		STRONGLY AGREE		AGREE		UNDECIDED		DISAGREE		STRONGLY DISAGREE	
		Freq uenc y	Percent age (%)	Fre que ncy	Percen tage (%)	Fre que ncy	Percen tage (%)	Fre que ncy	Percen tage (%)	Fre que ncy	Percen tage (%)
11	Team leaders encourage the sharing of skills and knowledge.	19	63.3	11	36.7	-	-	-	-	-	-
12	Team leaders actively engage members in decision-making.	-	-	-	-	20	66.7	10	33.3	-	-
13	Leadership positively influences team performance.	12	40.0	18	60.0	-	-	-	-	-	-
14	Effective leadership determines overall organizational success.	27	90.0	3	10.0	-	-	-	-	-	-

Source: Researchers construct (2025)

22	Teamwork contributes to increased organizational output and sales.	30	100	-	-	-	-	-	-	-	-
23	Teams ensure resources are used effectively.	16	53.3	10	33.3	4	13.3	-	-	-	-
24	Conflict within teams negatively affects organizational performance.	30	100	-	-	-	-	-	-	-	-

Source: Researchers construct (2025)

Table 4.1.4 shows that 17 (56.7%) respondent strongly agree & 13 (43.3%) respondent also agree that teamwork enhances the speed of task accomplishment. 30 (100%) respondent strongly agree that teamwork brings diverse skills and specializations together, they also strongly agreed that teams help improve the quality of services provided and lastly, they strongly agreed that teamwork contributes to increased organizational output and sales. 16 (53.3%) respondent strongly agree , 10 (33.3%) respondent also agreed and 4 (13.3%) where uncertain about the opinion that teams ensure resources are used effectively. In conclusion, 30 (100%) of the respondent strongly agree that conflict within teams negatively affects organizational performance. The results clearly show that teamwork significantly improves organizational performance. Respondents unanimously agreed that teamwork enhances service quality, integrates diverse skills, and increases output. However, a few respondents were uncertain about optimal resource utilization, suggesting room for improvement in coordination. Overall, teamwork has a strong positive effect on performance.

4.2 Discussion of Research Findings

Research Question 1: What aspect of teamwork influences the effectiveness of an organization?

The study highlights that trust, cooperation, reliability, and confidentiality are the most significant aspects of teamwork that contribute to organizational effectiveness. When employees trust one another, they are more willing to share ideas, take risks, and depend on their colleagues to carry out tasks. Cooperation ensures that individuals are not working in isolation but are instead combining their strengths to achieve common goals. Reliability means that team members can count on each other to deliver on their responsibilities, which reduces delays and builds confidence in the group's ability to succeed. Confidentiality also plays a role, as it creates a safe environment where employees feel comfortable discussing sensitive issues without fear of misuse. Altogether, these elements foster a workplace culture where problems are resolved quickly, communication flows more smoothly, and organizational goals are achieved more efficiently.

Research Question 2: What are the obstacles to employee teamwork?

The findings reveal that one of the main obstacles to effective teamwork is the limited involvement of employees in decision-making processes. While leadership often emphasizes the importance of teamwork, the lack of genuine participation from team members can weaken their sense of ownership and responsibility. When employees feel excluded from decisions that affect their work, they may become less motivated to collaborate or contribute fully. This lack of involvement can lead to reduced commitment, misunderstandings, and even frustration among

team members. Therefore, although management may provide support for teamwork in principle, the absence of inclusive decision-making practices undermines the overall effectiveness of collaboration.

Research Question 3: How does teamwork as a whole affect organizational performance?

The study shows that teamwork has a direct and positive impact on organizational performance. Teams that work well together are able to complete tasks more quickly, deliver higher-quality services, and make better use of the diverse skills within the group. This not only increases productivity but also improves customer satisfaction and strengthens the organization's reputation. On the other hand, unresolved conflicts within teams can slow down progress, create tension, and negatively affect performance. The presence of conflict highlights the importance of effective conflict management strategies, which help maintain harmony and ensure that disagreements do not escalate into larger problems. Overall, the findings suggest that teamwork is a critical driver of organizational success, but it must be supported by trust, inclusivity, and strong conflict resolution practices to reach its full potential.

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 Summary

This study examined the impact of teamwork on organizational performance at the Edo State Board of Internal Revenue. Guided by specific research objectives, it sought to determine the aspects of teamwork that influence organizational performance, identify the difficulties employees face while working as a team, and assess how teamwork affects organizational performance as a whole.

Data were collected through a structured questionnaire administered to thirty (30) employees across different departments of the organization. The findings, as presented and analyzed in Chapter Four, revealed that teamwork plays a significant role in enhancing organizational effectiveness. Key aspects of teamwork identified include trust among team members, willingness to resolve problems, reliability, confidentiality, and effective leadership.

The study further revealed that while teamwork is generally encouraged within the organization, certain challenges such as limited employee involvement in decision-making and leadership-related constraints hinder optimal team effectiveness. Overall, the findings confirmed that teamwork positively influences task completion speed, service quality, efficient use of skills, and organizational output.

5.2 Recommendations

Based on the findings and conclusions of this study, several recommendations are put forward to strengthen teamwork and improve organizational performance. One of the most important steps is to encourage participatory leadership. Leaders should not only provide direction but also involve employees more actively in decision-making processes. When employees are given the opportunity to contribute to decisions that affect their work, they develop a stronger sense of ownership and responsibility. This inclusiveness enhances motivation and commitment, while also building trust between management and staff. In the context of the Edo State Board of Internal Revenue, participatory leadership would help employees feel valued and respected, which in turn could foster greater team cohesion and efficiency.

In addition to leadership, clarifying roles and responsibilities within teams is essential. Employees perform better when they have a clear understanding of what is expected of them. Ambiguity in roles can lead to confusion, duplication of effort, or neglect of important tasks. By defining responsibilities clearly, management can reduce misunderstandings and improve accountability. This clarity also strengthens reliability among team members, as each person knows their contribution is essential to the success of the group.

Strengthening communication channels is equally vital. Effective communication is the backbone of teamwork, and without it, collaboration can easily break down. Regular departmental and inter-departmental meetings should be organized to ensure that information flows smoothly across all levels of the organization. This practice would help prevent communication gaps, reduce the risk of misinformation, and promote transparency. For an organization like the Edo State Board of Internal Revenue, improved communication could also

enhance coordination between units, leading to faster problem-solving and better service delivery.

Training and development programs are another key recommendation. Workshops, seminars, and skill-development initiatives should be organized to enhance employees' teamwork, leadership, and conflict management skills. Training provides employees with the tools they need to collaborate effectively, resolve disagreements constructively, and take on leadership roles when necessary. Such programs also help employees adapt to changing organizational needs and strengthen their problem-solving abilities.

Interdepartmental collaboration should be encouraged as well. Teams across different units should be given opportunities to work together on projects, share knowledge, and coordinate their efforts. This type of collaboration reduces duplication of work, promotes innovation, and increases efficiency. It also helps employees appreciate the contributions of other departments, which can improve organizational unity and reduce the tendency for siloed operations.

Conflict resolution mechanisms must also be put in place. Conflict is inevitable in any workplace, but when left unmanaged, it can disrupt teamwork and lower productivity. Management should adopt proactive strategies to identify and resolve conflicts early, before they escalate. Establishing clear procedures for handling disagreements will help maintain harmony and ensure that team cohesion is preserved.

Rewarding and recognizing team performance is another effective way to motivate employees. Incentives for collective achievements encourage cooperation and reinforce the value of teamwork. Recognition not only boosts morale but also inspires employees to continue

contributing actively to organizational goals. For the Edo State Board of Internal Revenue, introducing rewards for team success could help sustain motivation and highlight the importance of collaboration in achieving organizational objectives.

Finally, periodic team performance reviews should be conducted. Regular assessments of teamwork effectiveness allow management to identify strengths and weaknesses, as well as areas requiring additional support. These reviews provide valuable feedback that can guide future improvements and ensure that teamwork remains a driving force behind organizational success.

In summary, the recommendations emphasize the need for participatory leadership, clear roles, effective communication, continuous training, interdepartmental collaboration, proactive conflict resolution, recognition of team achievements, and regular performance reviews. Implementing these measures within the Edo State Board of Internal Revenue would not only strengthen trust and cooperation among employees but also enhance overall organizational productivity and service delivery.

5.3 Conclusion

Based on the findings of the study, it can be concluded that teamwork has a major and positive effect on organizational performance at the Edo State Board of Internal Revenue. The study established that trust, cooperation, effective communication, and strong leadership are essential aspects of teamwork that enhance organizational effectiveness.

The study also concludes that obstacles such as inadequate employee participation in decision-making and leadership gaps can weaken team cohesion and reduce overall performance. However, when teamwork is properly managed and supported, it leads to improved efficiency,

higher quality service delivery, better utilization of resources, and increased organizational productivity. Therefore, teamwork remains a vital organizational strategy for achieving effectiveness and sustaining performance in public sector organizations such as the Edo State Board of Internal Revenue. More broadly, the findings reinforce the importance of teamwork as a cornerstone of organizational success, highlighting its relevance not only within this institution but across similar public sector organizations.

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