



A Correlational Assessment of the Impact of Teamwork on Employee Optimum Goal Delivery Among Selected Manufacturing Firms in Nigeria

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Abstract

This study assessed the correlational nexus between teamwork and employee optimum goal delivery in selected manufacturing firms in Nigeria. The study was conceived to ascertain whether teamwork actually contribute to employee performance efficiency and productivity in area of goal delivery and attainment. Correlational research design was employed to examine how teamwork impact employee goal attainment in the organization. Relying on primary data, a self-structured and validated questionnaire was deployed to elicit information from the 202 selected respondents who're employees of the selected manufacturing firms. Prior to the distribution of the instrument, it was pilot examined where overall Cronbach' Alpha reliability value of 8637 was obtained. Statistical tool such as mean, standard deviation, frequency and simple regression examination were applied to test postulated hypothesis of the study. The result indicated that the t-values obtained for teamwork (TeamWk) is 3.39 with a corresponding 0.000 (p-value). This outcome established copiously that teamwork firms has a positive and significant correlation with employee optimum goal delivery. That's to say, teamwork contributes maximally to employee ability towards optimum goals delivery and attainment. The study therefore recommends amongst other things that operators and managers of manufacturing firms should give priority attention to promotion of collaborative culture to enhance performance efficiency, productivity, motivation and firms overall effectiveness.

Keywords: Correlation, Teamwork, Employee Optimum Goal Delivery, Innovation and creativity, Manufacturing Firms.

Introduction

Organizations across the globe are formed with specific goals and objectives, which may include the production of goods and services to address the needs of consumers at various levels for the purpose of generating profits or earnings to address the dividend needs of stakeholders and also to cater for the cost or expenses required for the day-to-day running of such firms. However, this does not come without some perceived setbacks and

operational glitches, especially to the manufacturing concern. The Nigerian manufacturing sector is a vital sector of the overall nation's economy, adding value to economic growth and stability by contributing significantly to job creation, industrial growth, and the development of the economy. Nevertheless, this industry continues to face or encounter persistent challenges like disengaged employees, inefficiencies, low productivity, and waning commitment and

motivation on the part of engaged staff, simply because manufacturing firms depend largely on seamless organization and coordination between and among staff to meet production targets, keep quality standards, and optimize efficiency. Succinctly, in order to address and overcome these obstacles/drawbacks and put operations on the right pedestal, firms operating strategies are placing dire and greater emphasis on teamwork as a strategic driver of operational efficiency and success and employee effectiveness. Cited in Twesigye et al. (2024), teamwork is the most significant aspect of HRM as it acts as a support intention to the business strategy and various HR functions like reward and performance management. Cohen and Bailey (1999), cited in Twesigye et al. (2024), described a team as a group of people who are interdependent in the tasks and who share responsibility for the outcomes of the assigned task.

Mohammad & Shahid (2017) discovered from their study that teamwork has a positive and significant effect on employees' performance. This signifies that teamwork contributes to employee optimum goal delivery. Teamwork is very strategic to every organization's success; this, according to Jones, Richard, and B (2008), teams enable employees to cooperate, transfer knowledge resources, enhance individual skills, and provide constructive feedback without any conflict between individuals. Teamwork is a significant factor for the seamless and smooth functioning of an organization craving growth and development. It promotes innovation and creativity, as members with novel ideas, knowledge, perspicacity, and skills share with team members, thereby leading to an avenue for growth and enhanced task completion time. Peters (1982) averred that real teamwork in every organizational setting helps to establish performance effectiveness to improve productivity in the firm. It facilitates collective problem solving; when colleagues

work together objectively, it provides an avenue for them to leverage their shelves of skills and experience to reach better and greater results compared to individual efforts alone. Employee effectiveness can only be reached or realized at its best when all the working elements of the organization perform together that calls for teamwork (Twesigye et al. 2024).

In obvious terms, teamwork is a crucial and essential tool for employees' performance, growth, productivity, and optimum goal delivery in every economy's workforce, which underscores the significance of this study. It's also worthy of note that employee performance is the driver of organizational effectiveness; the human elements of every organization drive all other resources that keep an organization in a functional state or status. According to Okoh *et al.* (2023), cited in Uzor & Onyemere (2024), human resources (workers) are the vital resources of every organization; as such, they have the potential to make or mar an organization. Akpoyibo (2024) posited that employees' performance is vital to a firm's general success. A firm may acquire abundant physical resources without the efficient contributions of its human resources (employees); all other resources will be inactive. Employees are considered essential resources as a result of their significant role in organizational effectiveness. Twesigye et al. (2024) affirmed that employee effectiveness has been regarded as an eventual effect of an enterprise as well as an employee. Therefore, the performance of employers as it relates to goal delivery is somewhat crucial to the service delivery capacities of organizations. This current study aims to evaluate the interplay between these two variables—factors, that's open communication and teamwork—and their collective effect on workers' ability to reach optimum goal delivery. Apparently, by directing attention on selected manufacturing firms in Nigeria, this

study will add value and provide actionable/valuable insights into how organizational effectiveness might be up-scaled/enhanced by optimizing this practice. This research work is structured to take the form below. Section two focuses on a review of related literature on the employee performance nexus, teamwork, and open communication. The third part presents the study methodology, data, and variable used and model specification. While the fourth section provides clear and unambiguous interpretation and discussion of the model and results, the final part is devoted to conclusion, recommendation, limitations, and suggested areas for future study.

Objective of the study

The researcher's general objective is to assess the correlation between teamwork and employee optimum goal delivery among selected manufacturing firms in Nigeria. While the specific objective is to:

- i. Determine whether teamwork has a significant influence on employee goal optimum delivery.

Research Questions

To facilitate the realization of the above state objective, the following research question was designed.

- i. Does teamwork contribute to employee optimum goal delivery?

Statements of Hypotheses

The following hypotheses would be used in reaching conclusion on the significance of the variables

H_{01-null}: Teamwork has no positive and significance correlation with employee optimum goal delivery.

H_{01-alternative}: Teamwork has a positive and significance correlation with employee optimum goal delivery

Review of Related Literature

Employee Performance

Employee performance is very strategic and significant to every organization's survival because they drive every other resource of the organization. Employee performance has been described by diverse scholars in separate literature, according to J. A. (2007), who considered employee performance as an eventual effect of an organization as well as an employee. Thus, the term has itself been deliberated in the literature, as described by some of the writers/authors, to mean a result generated/achieved by the employees in relation to the roles and expectations that have been given or attached to them. At some other instances, literature has considered it, according to Bommer (2007), as an achievement/accomplishment of an enterprise's objectives and goals via the building blocks of the organization. Employee performance can only be achieved at its best when all the working elements of the organization perform together, which calls for teamwork (Twesigye et al. 2024). Employee performance across the board plays a critical part in a firm's effectiveness, impacting different aspects of the firm's success and effectiveness. It enhances firms' profitability, productivity, competitiveness, and process improvement as well. Employee performance is associated with the physical, behavioural, and cultural results or outputs of people or an individual that align with firm goals and objectives in order to secure appraisal/assessment and acceptance. Without mincing words, organizational successes and glory rest largely on its human element (employee) and their performance, which result from creativity, initiatives, modernization, and greater levels of responsibility and obligation (Thomas & Feldman, 2010; Gilboa, 2008; & Kieffer, 2004). Some studies also posited that there is a wide range of individual benefits that

emanate from employee performance. Employee performance, according to Chen and Wei (2020), is practically the results/outputs of an individual's engagement with an organization both in terms of quantity and quality with the objectives and goals of carrying out their duties and obligations. In a broader perspective, performance can be grouped into two categories: individual performance and team or organization performance, which portray the outcome of individual performance within a team or organization (Chen and Wei, 2020). In particular, Guan & Frenkel (2019) averred that employee performance refers to the output/result of an employee working within a specific enterprise or firm, striving to reach targets or goals set by the enterprise.

Teamwork and Employee Performance: The Nexus

Teamwork and employee performance have a commendable degree of correlation in relation to organizational effectiveness and competitiveness. In other words, when workers in the organization effectively collaborate and cross-fertilize ideas, they usually achieve greater levels of productivity, creativity, and innovation. This synergistic alliance not only improves individual employee performance but also equally promotes a motivated and positive work climate that encourages and promotes ongoing improvement. Teamwork involves shared duties, responsibility, collaboration, and mutual support, which promote efficiency and goal delivery (achievement). Studies have emphasized that firms that give priority attention to teamwork witness enhanced productivity, profitability, competitiveness, motivation, and job satisfaction among workers. Abdulle & Aydintan (2019) posited that teamwork exerts a high degree of positive and significant influence on employee performance. The duo also posited in another facet that firms around the world are coming

to terms with the significance of teamwork and how it results in greater effectiveness within their organizations. This further stresses the pivotal role and impact of teamwork on employee efficiency and a firm's overall performance. Khan and Mashikhi (2017) posited from their study that teamwork has a significant positive impact on employee performance in the banking sector. Their finding is in congruence with that of Okoh et al. (2023), Manzoor *et al.* (2011), Kemanci (2018), and Hartenian (2003). In another facet, Agarwal & Adjirackor (2016) opined that firms have the opportunity to increase their workers effectiveness by enhancing the quality and capacity of their teams, which will in return enhance the performance level and efficiency of their workers.

Empirical Review

Uzor & Onyemere (2024) assessed the impact of teamwork on employee performance in the Nigerian banking sector. The study adopts the field survey via the adoption of cross-sectional analysis, and a sample size of 200 respondents drawn from Guaranty Trust Bank in Lagos Mainland, Nigeria, took part in the study. Data were generated via the use of a questionnaire specifically designed for the study. The statistical tools used to analyze the primary data include the mean and standard deviation, and SPSS software version 16.0 was deployed for hypothesis testing. The findings revealed that teamwork plays a crucial role in enhancing employee performance and organizational productivity. The study therefore recommended that management of GTB Plc should organize regular team-building activities and engagement to foster stronger interpersonal connections among employees, enhancing trust and collaboration.

Twesigye et al. (2024) investigated the effect of teamwork on employee performance. It was carried out among SMEs in Kampala.

The study used a descriptive research design, and data was gathered from 50 respondents which constitutes the study sample size. A case study design was used to select a sample size of 50 respondents and Purposive and Simple random sampling procedures were used, questionnaire was employed to elicit responses from respondents, the study found that teamwork has a positive correlation with employee performance. The study therefore concludes that the worker productivity increases when team members promote effective communication in the organization. The study recommended that to guaranty effective team work among the employees, there should be a greater balance between employees' needs and organizational needs organization.

Al Salman & Hassan (2016) analyzed the influence of teamwork on employee effectiveness. The study was conceived to determine whether positive correlation exist between teamwork and employee performance. By adopting the descriptive and explanatory research design, primary data were generated from 107 respondents. The instruments used for the study was structured after the 5points Likert scale. Data collected were analyzed by means of descriptive mean, standard deviation and percentages and regression was perfected via SPSS version 20. Findings from the study established a positive and significant correlation between teamwork and employee performance.

Ndekile et al. (2024) assessed the influence of teamwork on project performance among private construction firms in Nigeria. The study was designed to examine the contributions of teamwork to project execution effectiveness. Relying on stratified sampling methods, data were obtained from 654 selected respondents. Data generated was analyzed by means of descriptive and inferential statistics, and the result revealed a significant correlation between teamwork and

project outcome. That's teamwork contribute to project execution efficiency and quality Mohammad & Shahid (2017) investigated the affinity between teamwork and employee performance in selected financial institutions. Relying on quantitative techniques, questionnaire were distributed to 210 selected respondents for the purpose of eliciting desire information for the study formulated hypotheses. Prior to the administration of the study instrument, it was piloted tested with overall Cronbach's alpha reliability value of .728. Data obtained were analyzed by means of SPSS, multiple regression models was specified and implemented and the result indicated teamwork has a positive impact on employee effectiveness.

Material and Methods

This study adopted the quantitative correlational research design to evaluate the correlation between teamwork, open communication, and employee optimum goal delivery. This was found useful for the study because it allows the researcher to obtain both quantitative and qualitative information needed from target respondents. Primary data were gathered via a 12-item questionnaire specifically designed to obtain information on the effect of teamwork and open communication on employee optimum goal delivery. That's to note whether or not teamwork and open communication contribute to employee performance in goal delivery. The instrument was tailored after the 5-point Likert-type scale. A sample of 252 respondents was randomly selected from the study selected manufacturing frims which include Lafarge Africa Plc, Meyer Plc, Chemical and Allied Product Plc, Premier paint Plc, Portland paints and Product Plc, and a questionnaire was thereafter administered to them. From the 252 questionnaires administered, two hundred and two (202) were completed and returned and found usable for the research. The 50 missing

copies of the distributed questionnaire were occasioned by circumstances such as 27 not being properly attended to, 20 copies not being able to be found, and while 3 were mutilated, hence they couldn't form part of the study. However, prior to the distribution of the questionnaire instrument, it was pilot tested using the Cronbach's Alpha Test. This was imperative to establish the internal consistency of the study questionnaire items. Table 1 therefore presents the result of the Cronbach Alpha Test. As shown, the number of scaled items in the questionnaire was 14. This is made up of the 4 items designed to

elicit information on the demographic characteristics of the respondents, and 10 items were set aside to generate reactions on the basic subject of the research. That's teamwork, open communication, and employee optimum goal delivery. The alpha coefficient generated from the examination of reliability was 0.8637, which is above the 0.70 threshold. Given the result obtained, it suggests that the research instrument is internally consistent and reliable. The outcome of the test of internal consistency of the instrument is shown in Table 1 below.

Table 1: Test for Internal Consistency

Diagnostics		Stat.
Ave. Interterm Cov.		
No of Scaled Items		14
Reliability Coefficient		8637

Source: Field Survey, 2025.

Table 2: Demographics of the respondents

S/N	Variables	Categories	Frequency(N=202)	Percentage(%)
1.	Gender	Male	129	63.86%
		Female	73	36.14%
		Total	202	100.0%
2.	Marital Status	Married	189	93.56%
		Single	9	4.46%
		Others	4	1.98%
		Total	202	100%
3.	Age Range	18-35years	60	29.70%
		36-45years	83	41.09%
		46-55years	39	19.31%
		56years and above	20	9.90%
		Total	202	100%
4.	Work Status	Work		
		Full-time Empl.	137	67.82%
		Part-time Empl.	50	24.75%
		Contract/Ad-hoc Empl.	15	7.43%
		Total	202	100%
5.	Work Experience	1-5years	40	19.80%
		6-10years	48	23.76%
		11-15years	52	25.74%
		16-20years	27	13.37%
		21-25years	20	9.90%
		26years and above	15	7.43%
		Total	202	100%

Source: Field Survey, 2025.

Apparently, in Table 2, the demographic information and characteristics of respondents were presented, and it was discovered that 129 (63.86%) and 73 (36.14%) were male and female, respectively. In the facet of age range of respondents, it was found that 60 (29.70%),

83 (41.09%), and 39 (19.31%) fall within the age range of 18-35 years, 36-45 years, and 46-55 years, respectively, while 20 (9.90%) were 56 years and above. On the basis of marital status, it was discovered that the vast majority of respondents were married (189, 93.56%),

with a very small number who were single (9, 4.46%). Those that fall into the categories of others, which include separated, divorced, or cohabiting, were 2 (1.98%). On the facet of work status of respondents, it was discovered that 137, representing 67.82% of the total sample, fall within the categories of full employment, while 50 (24.75%) and 15 (7.43%) represent respondents on part-time and ad-hoc employment, respectively. For years of experience on the job, it was found

that a large number of respondents (52), representing 25.74%, have about 11-15 years of experience, closely followed by 48 (23.76%) and 40 (19.80%), which lucidly established that respondents have spent about 6-10 years and 1-5 years in manufacturing firms. While 27 (13.37%), 20 (9.90%), and 15 (7.43%) have respectively spent about 16-20 years, 21-25 years, and 26 years and above in the manufacturing industry.

Model Specification

$$\text{Employee Optimum goal delivery} = f(\text{HRM Practices})$$

eq. 1

In an attempt to test formulated hypotheses of the study, the following models were subsequently developed as shown algebraically as follows:

Model 1

$$\text{EmpOGD} = f(\text{TeamWk})$$

eq. 2

$$\text{EmpOGD} = \alpha_0 + \beta_1 \text{TeamWk} + \mu_t$$

eq. 3

Variable Description

<i>EmpOGD</i>	=	Employee Optimum goal delivery
<i>TeamWk</i>	=	Teamwork
α_0, β_1	=	Regression coefficients of the model
μ_t	=	Error term.

Test of Hypotheses and Discussion

Hypotheses I

H₀₁: Teamwork has no positive and significance correlation with employee optimum goal delivery.

Table 3: Model Summary for Test of Hypothesis One

EmpOGD	Coeff.	Std.Err.	T	P> t	Decision
TeamWk	0.3876	0.0959	3.39	0.000	Reject
_CONS	2.2318	0.3205	7.28	0.000	
Obs.	202				
F(1, 210)	10.63				
Prob > F	0.0018				
R-Squared (R²)	0.7966				
Adj. R²	0.6773				

Source: Field Survey, 2025.

This study hypothesis 1 was tested by assessing the impact of teamwork on employee optimum goal delivery in the selected manufacturing firms in Nigeria. That's how teamwork contributes to employee's ability to contribute maximally to the organizational progress. Table 3 therefore

shows the outcomes of the test of Hypothesis of the study. The result indicated that the t-values obtained for teamwork (TeamWk) is 3.39 with a corresponding 0.000 (*p-value*). This outcome established copiously that teamwork in the selected manufacturing firms has a positive and significant correlation with

employee optimum goal delivery. That's to say, teamwork contributes maximally to employee ability towards optimum goals delivery. With an adjusted R^2 of 0.6773, it is apparent that only the explanatory variable accounts for 67% of changes in the level of employee performance in goal delivery within the studied firms, with a corresponding R^2 value of 0.79% while the standard error value stood at 0.0968. With such plausible values obtained, it's an attestation that the model specified and subsequently developed in this research followed by the regression result is not only accurate but also very reliable. Again, 10.63 and 0.0018 are the obtained values for the study F_{cal} for the overall model and for the corresponding p-value, respectively. Arising from the above result, therefore, the null hypothesis is rejected. The finding is in congruence with the findings of prior research, *see* Uzor and Onyemere (2024), Ndekile et al. (2024), Mohammad & Shahid (2017), and Al Salman & Hassan (2016)

Summary of Correlation Analysis

Results from the study indicated a firm and strong positive relationship between teamwork and goal delivery ($r = 0.79$, $p < 0.05$). Apparently, the lucid influence of teamwork significantly impacts a firm's efficiency and effectiveness. Indeed, the aim of this correlational evaluation is to provide sterling empirical proof (evidence) on the effect of teamwork on worker optimum goal delivery in the study domain. We expect the result to support and contribute to academic literature, practical administration, and management policies and strategies in the Nigerian manufacturing sector.

Implications of Results

Findings of the study highlight the necessity for manufacturing firms to commit appreciable levels of resources in investment in synergistic and collaborative work climates strategies to up-scale and maximize workers

capabilities and firm's effectiveness. Teamwork fosters knowledge resource sharing, sense of trust, confidence, and acceptance among employees, leading to enhanced innovation and creativity for the benefit of both workers and organizations as well.

Conclusion and Recommendations

This study assessed the impact of teamwork on employee optimum goal delivery among manufacturing firms in Nigeria. While this study agrees that previous studies have established the significance of up-scaling employee performance efficiency and factors that contribute to such optimum goal delivery in the organization, the quest to understand the correlation between teamwork and employee optimum goal delivery potential therefore prompted this present study. By relying on primary data gathered via the deployment of a self-structure questionnaire, information was generated from 202 respondents and analyzed by relevant statistical techniques. The postulated hypotheses were examined at a 5% significant level via the F-statistics. As a result of the outcome generated from the study, the null hypotheses was rejected, resulting in an inference that the study's independent variable (teamwork) has a positive influence on the dependent variable (employee optimum goal delivery). That's to say, teamwork foster a high level of employee performance, commitment, and motivation. It leads to wide-range of acceptance, trust and confidence among employees, and promote innovation, creativity, effective knowledge resource sharing and building enduring workforce.

Recommendations

The outcome/result of this study confirmed that teamwork significantly contribute to employee goal delivery in manufacturing firms. It showed a strong positive correlations. On the basis of this findings, the study

recommends, among other things, that firms should give priority attention to team-building activities, and provide training and development programs to further boost interpersonal, knowledge-sharing, and collaborative skills among workers in the workplace.

Suggestions for Future Study

To further broaden the body of literature, the study suggested that further research can assess and explore industry-specific dynamics and carry out longitudinal evaluations to

measure the long-term effect of teamwork on employee productivity and its corresponding impact on organizational overall productivity, competitiveness, and effectiveness. Additionally, this research is limited to selected firms in the manufacturing industry in Nigeria; as such, it may affect the generalizability of outcomes/results. Therefore, future research should be conducted to expand the scope to integrate other sectors and/or geographical locations or regions.

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