



RESEARCH ARTICLE

Antecedents of Teamwork and Employee's Loyalty: Evidence of Slabmark Nigeria Limited, Ibadan, Oyo State

Zaccheaus O. OLONADE^a, Oluwatobi O. OMOTOYE^b, Esther A. ARIWODOLA^c

^{a&c} *Department of Human Resource Development, Osun State University, Osogbo;* ^b*Department of Employment Relations and Human Resource Management, University of Lagos*

Abstract

This study investigated the link between antecedents of teamwork and employee's loyalty in Slabmark Nigeria Limited, Ibadan Oyo State. The objectives of the study are to examine the impact of esprit de corps, team trust, rewards, and recognition on employee's loyalty. The study adopted a descriptive research design. Primary data were used, and the data were collected through a structured questionnaire having three scales which include Teamwork Scale (TS), Employee's Loyalty Scale (ELP) and Demographic Variables. Random sampling technique was used to select the simple size. Two hundred and nine (209) respondents were selected in Slabmark Nigeria, Ibadan Oyo State. Hypotheses were tested with Correlation and Multiple Regression. Hypothesis one revealed that there was a positive correlation between teamwork and employee's loyalty at 0.01 level of significance while hypothesis two revealed that team trust, esprit de corps, recognition and reward of the predicting variables was significantly related to employee's loyalty at 0.05 level of significance. It was concluded that that esprit de corps, team trust, recognition and reward are the essential elements of an effective team. The study recommended that the management of Slabmark Limited frequently organize effective training and manpower development programs to fill the knowledge gaps recognized in the workforces' job-skill services.

Keywords: teamwork, Espirit De Corps, team trust, employee reward, recognition, employee's loyalty

1. Introduction

An organization is teamwork where many individuals work together to accomplish a common goal. Teams are created in an organization, and processes are improved to increase competitive advantage (Akintayo, Ayantunji, & Ajibola, 2020). To create and implement team effectively, the management system must be designed to fit the team environment to enhance productivity. The teamwork is essential in an organization so that teamwork friendly management system should be designed (Jones et al., 2007) Team refers to a technique and process for organizing and coordinating a group of individuals to achieve the common goal. So, effective team is essence for organizational success.

Teamwork has the potential of improving the performance of individual employees and that of the organization, though, it needs to be nurtured over time (Ingram, 2000). As have been explained by Robbins and Judge (2007), a workgroup is a group of employees that interact with each other primarily to share information and make decisions that assist individual members in carrying out their duties while a work team is a group of employees whose individual efforts result in a performance that is greater than the sum of their individual inputs. They added that teamwork helps employees to cooperate, enhance their skills, provide feedback and reduce individual conflicts. It has been widely acknowledged that the shift from working alone to working in teams, require employees to cooperate, share information, confront differences and sublimate personal interests for the greater good of the team. Teams may therefore be portrayed as effective work groups whose effectiveness rests on the degree of motivation, coordination and purpose and whose synergy produces an energy/creativity which is beyond them as individuals; hence, teams must possess a definable membership, group consciousness and a sense of shared purpose (Adair, 1988).

Loyalty, as a general term, signifies a person's devotion or sentiment of attachment to a particular object, which may be another person or group of persons, an ideal, a duty, or a cause. It expresses itself in both thought and action and strives for the identification of the interests of the loyal person with those of the object (Britannica, 1998). The employee's loyalty cannot be determined through direct questioning; no one can assume whether employees today work effectively. We know loyalty and commitment are more than simple behavior; it is all just like customer's loyalty and commitment (Laurenti, 2003). Employee's loyalty can be defined in different ways. Employee's loyalty is all about an employee's feeling of attachment or concept deals with the behavior of the employees to an organization (Meryer & Allen, 1991). But, recently, employee's loyalty could be defined as being committed to the success of the organization and believing that their best choice is working for the organization.

1.1. Statement of the Problem

There is sufficient evidence to prove that teamwork and its effect on employees' loyalty in an organization, has not attracted much research interest. This could be seen from the few available previous work of the past researcher on the subject matter. Apart from this, the popular independent variables that have been used as components of teamwork to predict employee's loyalty from the few available studies ranges from interpersonal skills to communication without consideration for the abilities of the members of the team, esprit de the corps, recognition and reward, etc, as factors that could better predict employee's loyalty of a teamwork. This noticeable gap has given a push to this present study which has been designed to show how members' abilities in a team, level of trust for one another, esprit de corp, recognition and reward, can enhance the loyalty of the team in an organization (Becker & Huselid, 1998).

1.2. Objectives of the Study

The main objective of the study is to evaluate the effect of teamwork on employee's loyalty in Slabmark Nigeria Limited, Ibadan Oyo State. Specifically, however, the study was set (Kehoe & Wright, 2013):

1. To examine the relationship between teamwork and employee's loyalty in Slabmark Nigeria, Ibadan, Oyo State.
2. To determine if team trust, esprit de corps, recognition and reward have a significant impact on employee's loyalty in Slabmark Nigeria, Ibadan, Oyo State.

1.4 Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and to reinforce the analysis.

1. There is no significant relationship between teamwork and employee's loyalty in Slabmark Nigeria, Ibadan, Oyo State.
2. Team trust, Esprit de corps, recognition and reward have no significant impact on employee's loyalty in Slabmark Nigeria, Ibadan, Oyo State.

2. Literature Review

2.1. Theoretical Framework

2.1.1. The HRM-Performance Model

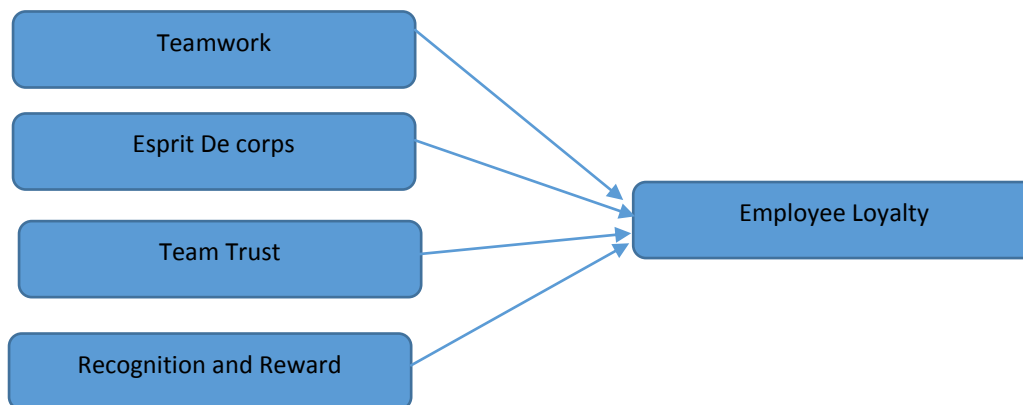
The theory upon which this study is anchored is the HRM-performance linkage model of Becker and Huselid (1998) and Wright et al. (2003) whose core philosophy suggests that teamwork has a direct impact on employee skills and motivation, which are subsequently translated into improved employee/organizational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

Looking at the causal pathway illustrated above, the general framework of the model is indirect linkage or hierarchical linkage through the outcomes of skills, attitudes and behaviour between teamwork and employee performance (Black, 2001). Teamwork activities, aimed at providing increased skills to employees, has a direct impact on their attitudes: motivation, commitment, and satisfaction (Bartlett, 2001).

2.2. Conceptual Framework

Based on the literature review, the conceptual framework below was developed by the researcher, which shows the dependent variable and independent variables.

Conceptual Model



2.3 Empirical Review

In a study undertaken by (Jones, Richard, Paul, Sloana, Peter, 2007) on the effect of team building in the organization, it was found that employees working within the team can produce more output as compared to individual effort. Also, in another study carried out by (Ingram, 2000) on linking teamwork with performance. It was found that a good manager is the one who assigns responsibilities to his/her employees in a form of group or team in order to take maximum output from the employees. In another study carried out by Jones et al., (2007) on how to increase teamwork in an organization, it was found that teams offer greater participation, challenges and feeling of accomplishment. It was concluded that organizations with team will attract and retain the best people as employees.

In a related development, Agwu (2015) carried out a study on the impact of effective teamwork on employee performance, using the entertainment company in Kuala Lumpur capital of Malaysia as the study area. The study adopted a descriptive and exploratory research design. The result showed that efficient communication, level of trust, leadership and accountability, has a positive and significant impact on employee performance while intrapersonal skills and cohesiveness has no influence on employee's performance. Similarly, Agwu (2015) conducted a study to determine the effect of teamwork on employee performance in the Liquidified Natural Gas Plant, Bonny, Nigeria. The study adopted a descriptive research design. The result from data analysis indicates that a significant relationship exists between teamwork and employee performance. It was concluded that the current team building in the plant should be sustained.

Ooko (2013) did a study on impact of teamwork on the achievement of targets in organizations in Kenya, using SOS children's village, Eldoret was the study area. The study adopted a descriptive research design. The study found that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. This was to affect team performance if it was done correctly. It was concluded that there was no effective teamwork at SOS despite employees being aware of how much they can achieve by working together in teams.

Manzoor et. al. (2011) carried out a study on the effect of teamwork on employee performance among the staff of Higher Education Department of Khyber Pakhtoon Khawa

(KPK), Peshawar province of Pakistan. Several measures of employee's performance were analyzed, including esprit de corps, team trust and recognition and rewards. There is clear evidence that teamwork and other measures of employee performance are positively related with employee performance. The self-administered questionnaires were distributed within the Directorate of Higher Education, (KPK) Peshawar, including four Government Degree Colleges (GDC's) of boys and girls located in Peshawar and Kohat area. The research study uses regression and correlation techniques in order to analyze the relationship between two variables that is Teamwork and Employee Performance. The result of the study shows that there is a significant positive impact of predictors on the response variable. The study recommends that to adapt teamwork activities in order to enhance the employee performance. Future research areas have also been indicated in this study (Manzoor et. al., 2011).

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

3. Methodology

This study employed a survey research design. The population of the study consisted of the generality of the staff at Slabmark Nigeria Limited, Ibadan, Oyo State, which is three hundred and forty-seven (347) staff as at 2019 according to Department of Human Resource Management of the company. The study adopted a simple random sampling technique in selecting its respondents and was selected accidentally because of the tight schedule of all employees; 30% of the targeted population was used to determine the sample size. 105 respondents were used as the sample size. The questionnaire consists of twenty-five (25) questions in which were broken down into three sections. Section A contained socio-demographic information; Section B contained informed on Teamwork while Section C contained information on Employees Loyalty. The rating

scale was based on five Likert type scale of SA=Strongly Agreed; A=Agreed; U=Undecided; D=Disagreed; SD= Strongly Disagreed. The respondents were assured of confidentiality of the information supplied, one hundred and five (105) copies of questionnaires were fully administered, while hundred questionnaires were completed and returned for the study. The questionnaires were personally administered by the researcher. Validity and reliability tests were carried out on the questionnaire and the coefficients were high. Correlation and Linear regression analysis were used to analyse the formulated hypotheses.

4. Results and Discussion

The frequency distribution of the socio-demographic characteristics of respondents are presented in this section below.

Table 1

Frequency Distribution of Respondents Socio-Demographic Characteristics

Gender	Frequency	Percentage (%)
Male	140	67.0
Female	69	33.0
Total	209	100.0
Age Group	Frequency	Percentage (%)
20-30 years	97	46.6
31-40 years	76	36.4
41-50 years	20	9.6
51 years and above	16	7.7
Total	209	100.0
Marital Status	Frequency	Percentage (%)
Single	61	29.2
Married	117	56.0
Divorced	11	5.3
Separated	20	9.6
Total	209	100.0
Educational Qualification	Frequency	Percentage (%)
SSCE	90	43.1
OND/NCE	88	42.1
HND/B.SC	31	14.8
Master Degree/PhD	0	0
Total	209	100.0
Working Experience	Frequency	Percentage (%)
0-5 Years	54	25.8
6-10 Years	56	26.8
11-15 Years	10	4.8

16-20 Years	37	17.7
21-25 Years	37	17.7
Total	209	100.0

Author's Fieldwork 2019

The result in table 1 above revealed that 140 (67.0%) of the respondents were male while 69 (33.0%) were female. 97 (46.6%) of the respondents were within age bracket 20-30 years; 76 (36.4%) were within age bracket 31-40 years; 20 (9.6%) of the respondents were within age bracket 41-50 years; while 16 (7.7%) of the respondents were 51 years and above. 61 (29.2%) of the respondents were single; 117 (56.0%) were married; 11 (5.3%) of the respondents were divorced, while 20 (9.6%) of the respondents were separated. 90 (43.1.0%) of the respondents were holders of SSCE; 88 (42.1%) were holders of OND/NCE, 31 (14.8%) were holders of HND/BSc while 0 (0.0%) were holders of Master's degree/PhD. 54 (25.8%) of the respondents had worked between 0-5 years; 56 (26.8%) of the respondents had worked between 6-10 years; 10 (4.8%) of the respondents had worked between 11-15 years; 37 (17.7%) worked between 16-20 years, and 21-25 years.

4.1. Testing of Hypotheses

Hypothesis one: There is no significant relationship between teamwork and employee's loyalty in Slabmark Nigeria, Ibadan, Oyo State.

Table 2

A Summary Table of Pearson, Correlation Showing the Correlation Between Teamwork and Employee Performance

Variables	N	M	SD	df	R	P
Teamwork	209	19.2633	6.46379	207	.984**	>.01
Employee's Loyalty	209	13.9717	5.18654			

Source: *Author's Fieldwork, 2019*

The result in table 2 above showed clearly that there was a positive correlation between teamwork and employee's loyalty ($r(207) = .984^{**}$, $P < .01$). Therefore, the hypothesis one was supported by the result of the study and concluded that there is positive correlation between teamwork and employee's loyalty in Slabmark Nigeria, Ibadan Oyo State.

Hypothesis Two: Team trust, Esprit de corps, recognition and reward have no significant impact on employee's loyalty in Slabmark Nigeria, Ibadan, Oyo State.

Table 3

Summary of Multiple Regression Analysis of Team trust, Esprit de Corps, Recognition & Reward and Employee's Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.995	.992	.35129

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	5336.415	3	1778.805	14.614	.000 ^b
	Residual	25.051	203	.123		
	Total	5361.466	206			

Dependent Variable: Employee's Loyalty

Predictors: (Constant), team trust, esprit de corps, recognition and reward

SPSS, Computation, 2019

From table 3 above, R squared is 0.95, which indicated that Team trust, Esprit de corps, recognition, and reward contributed 95.0% of the total variation to the employee's loyalty of the respondents. With $F(3,203) = 14.614$, $P < .05$, with an R^2 of .995. We conclude that there is a significant joint relationship between team trust, esprit de corps, recognition & reward and employee's loyalty.

Table 4

Summary Statistics Results From Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Esprit de corps	.174	.050	.451	3.577	.000
	Team Trust	.165	.047	.650	3.089	.000
	Recognition & Reward	.112	.056	.515	1.950	.000

a. Dependent Variable: Employee's Loyalty

SPSS, Computation, 2019

Table 4 above further revealed that team trust, esprit de corps, recognition and reward of the predicting variables was significantly related to employee's loyalty; spirit de corps [$t(207) = 3.577$, $p < 0.05$]; team trust [$t(94) = 3.089$, $p < 0.05$] and recognition and reward [$t(207) = 1.950$, $p < 0.05$].

4.2. Discussion of Findings

The first hypothesis discovered that there was a significant relationship between teamwork and employee's loyalty. Therefore, the hypothesis one was rejected based on the result obtained. This advocates that there was a significant relationship between teamwork and employee's loyalty. In essence, teamwork is a significant factor in consideration of employee's

loyalty. This finding tally with Walid & Zubair (2016) who reported that effective teamwork enhances employee performance and loyalty in workplace. Similarly, Agwu (2015) conducted a study to determine the effect of teamwork on employee performance in the Liquidified Natural Gas Plant, Bonny, Nigeria. He found that a significant relationship exists between teamwork and employee performance.

The findings of the second hypothesis revealed that the antecedents of teamwork (team trust, esprit de corps, recognition and reward) significantly related to employee's loyalty. However, the null hypothesis was rejected. This means that there is a significant positive impact of the antecedents of teamwork on the response variable. The finding collaborates with Manzoor et. al., (2011) who found that esprit de corps, team trust and recognition and rewards are positively related with employee performance. The findings also supported by Onyekwelu et. al., (2018). They explored the effect of teamwork on employee's performance in an organization. The finding showed that team members' abilities, team esprit de corps, team trust, recognition and reward have a positive relationship with the employee performance.

5. Conclusion and Recommendation

The findings of the study recognized that antecedents of teamwork (esprit de corps, team trust, recognition and reward) have a significant and positive contribution to enhanced employee's loyalty. Effective teamwork is a driving force for the attainment of the organizational vision and mission. It also concluded that esprit de corps, team trust, recognition and reward are the essential elements of an effective team. The study recommended that management policies of Slabmark limited should support the team efforts inside the organization. In this way, overall employee's loyalty and effectiveness will be enhanced. The management of Slabmark Limited needs to frequently organise effective training and manpower development programs to fill the knowledge gaps recognized in the workforces' job-skill services.

Acknowledgement

We acknowledge the contributions of each author who participated in the development of this research work.

References

- [1] Adair, J. (1988). *Effective leadership*. Pan Books.
- [2] Akintayo, D.I, Ayantunji, I.O, Olaniyan, T.S & Ajibola, K.S (2020). Teamwork approach and perceived organizational productivity in National Control Centre (NCC), Osogbo, Osun State, Nigeria. *European Journal of Business and Management*, 15(11), 49-57.
- [3] Agwu, M. O. (2015). Teamwork and employee performance in Bonny Nigeria Liquidified Natural Gas Plant. *Strategic Management Quarterly*, 3(4), 39-60.
- [4] Bartlett, K.R. (2001). The relationship between training and organizational commitment: a study in the health care field. *Human Resource Development Quarterly*. 12(4), 335-352.

- [5] Becker, B.A. & Huselid, M.A. (1998). High performance work systems and firm performance: a synthesis of research and managerial applications. *Research in Personnel and Human Resources Management*, 16, 53-101.
- [6] Black, W.C. (2001). Invited reaction: the influence of individual characteristics and the work environment on varying levels of training outcomes. *Human Resource Development Quarterly*, 12(1), 25-31.
- [7] Britannica, K. (1998). The influence of individual characteristics and the work environment on varying levels of training outcomes. *Human Resource Development Quarterly*, 12(1), 25-31.
- [8] Conti, B. and Kleiner, B. (2003). How to increase teamwork in organization. *Journal of Quality*, 5(1), 26-29.
- [9] Ingram, H. (2000). Linking teamwork with performance. *Journal of Team Performance Management*, 2(4), 5-10.
- [10] Jones, A., Richard, B., Paul, D., Sloana, K. and Peter, F. (2007). Effectiveness of team building in the organization. *Journal of Management*, 5(3), 35-37.
- [11] Kehoe, R.R., & Wright, P.M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39(2), 366–391.
- [12] Laurenti, J. (2003). Reference Reviews. *Security Dialogue*, 34(3), 382–384
- [13] Lopez, S.P., Peon, J.M.M. and Ordas, C.J.V. (2005). Human resource practices, organizational learning and business performance. *Human Resource Development International*, 8(2): 147-164.
- [14] Manzoor, R., Ullah, H., Hussain, M. & Ahmad, Z.M. (2011). Effect of teamwork on employee performance. *International Journal of Learning and Development*, 1(1), 11-26.
- [15] Meryer Meyer, J., & Allen, N. (1991). A three-component conceptualization of organisational commitment. *Human Resource Management Review*, 1, 61-89.
- [16] Onyekwelu, N.P., Anah, S.A., Onwuchekwa, F.C., & Ejika, D.C. (2018). The effect of teamwork on employee performance: A study of medium scale industries in Anambra State. *International Journal of Contemporary Applied Researches*, 5(2), 174-194
- [17] Ooko, M. A. (2013). High performance impact on teamwork systems and firm's performance: A synthesis of research and managerial implications. In G.R. Ferris (Ed.), *Research in personnel and human resource*. JAI
- [18] Jones, A., Richard, B., Paul, D., Sloane K., & Peter, F. (2007). Effectiveness of teambuilding in organizations. *Journal of Management*, 5(3), 35-37
- [19] Prendergast, D. (2019). *Team working in its context(s): Antecedents, nature and dimensions*. Prentice Hall.

- [20] Robbins, S. P., & Judge, T. A. (2007). *Organizational behavior* (12th ed.). Pearson Prentice Hall.
- [21] Walid, A.S. and Zubair, H. (2016). Impact of effective teamwork on employee performance. *International Journal of Accounting, Business and Management*, 4(1): 77-86.