# TEAMWORK AND EMPLOYEE JOB SATISFACTION IN BENUE INVESTMENT AND PROPERTY COMPANY, MAKURDI, BENUE STATE

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**KEYWORDS**
Teamwork, Espirit De Corp, Team Communication, Job Satisfaction

**ABSTRACT**
*The aim of the study was to examine the relationship between teamwork and employee satisfaction in Benue Investment and Property Company, Makurdi. Specific objectives were to: ascertain if team trust, verify if esprit de Corp and team communication with employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State. The study adopted survey research design. The population of the study was 118, census sampling technique was used to retain the whole population as sample size. The study found that Team trust, espirit de Corp and team Communication have significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State. Based on the results the study concludes that, the independent variables of teamwork (team trust, espirit de corp, and team communication) are predictors of employee satisfaction (employee engagement, employee retention and employee feedback) in Benue Investment and Property Company, Makurdi, Benue State. The study recommended that, BIPC management should promote team trust among organization members which will thereafter enable an individual to put more of his/her resources into tasks that will bring about organizational performance. Teamwork should be seen as an effective operational strategy and adopted not as an ad hoc strategy but one that should be sustained, BIPC should promote espirit de corp in designing tasks and activities based on team to get better and desired results, teamwork activity within the organization is very much beneficial and its effect is directly on employee performance. When an employee acquires adequate opportunities of teamwork his/her performance automatically improves and he/she will be satisfied with the job, and BIPC should promote team communication among team members in the organizations. This is because anything accomplished by humans involves communication and inadequate communications between people may lead to the poor achievement of goals.*

# 1.0 INTRODUCTION

## 1.1 Background to the Study

The need for teamwork as a means of improving employee satisfaction is the paramount goal of every organization. Teamwork is a means of improving manpower utilization and potentially raising performance of not just the 1.0 but the organization ultimately, because it can expand the output of individuals through collaboration. It is viewed as work group with a common purpose for the achievement of goals/task (Chawla and Jain, 2021). The application of teamwork implies that individuals work in a cooperative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles. Thus, employees who work in team become the standard for the organization.

Garba, (2020) submitted that, teamwork is a group of individuals who work collectively to achieve the same purposes and goals in providing excellent quality of services. Teamwork can enable the members of the team to have a higher level of emotional security, self-confidence, and the ability to plan and decide with others positively (Askari, Asghri Gordji Asgari, Filipe, and Azar, 2020). There is no greater weapon to organization's success than a great team. Effective teams can increase efficiency by taking in more complex tasks, improve communication by facilitating open discussion and cooperation among team members, maximize output by leveraging each team member's strengths, provide opportunities for personal growth, and act as a support mechanism for staff.

Employee job satisfaction is seen as whether employees are happy and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace (Black and Neely, 2017). Employee satisfaction is a broad term used by the human resource (HR) industry to describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for.

Benue Investment and Property Company (BIPC) is Limited Liability Company wholly owned by Benue State Government and was established to spur economic growth of the State by deploying capital to commercial, viable and strategic business ventures that are crucial to the development of Benue State and be of economic benefit to its citizens. The company's investment module focuses on capitalization in stocks and projects that have development impact and provide tangible social benefit to the State. One of the company's core values is that of teamwork. It is based on this that the researcher is set to examine the relationship between teamwork and employee satisfaction in Benue Investment and Property Company, Makurdi Benue State.

Teamwork is associated with process of team trust, espirit de corp, open/transparent communication, establishment of clear organizational goals, accountability, conflict resolution, leadership, delegation of task based on strength, team cohesion and creating a culture of new ideas and innovation which encourages employees to have a great teamwork. A lot of studies and researchers including those of Mulika, (2019); Cohen (2019); and Chawla and Jain, (2021) have investigated the relationship between teamwork and employee satisfaction in organizations globally and even in Nigeria, but not in the study area of this present study and this has created a gap that need to be filled. It is in the light of the above problem the researcher seeks to examine the relationship between teamwork and employee satisfaction in Benue Investment and Property Company, Makurdi Benue State.

## 1.2 Statement of the Problem.

Working as a team allows your employees to see the successes and failures of others in a supportive environment. More than that, working as a team allows your employees to learn from each other without undue risk. For example, when things go awry, the team can pull together to make them better. Organization's managers have been adopting various strategies to bring about benefits to their organization. One of these strategies is teamwork. Teamwork is very essential to the success of any organization. The adoption and application of the concept of teamwork by the management of BIPC over the years to encourage employee satisfaction in the

organization appears to be a mirage, as in fact, there seems to be abysmal outcome in the employee satisfaction of BIPC which has resulted to low level of satisfaction in executing the development initiatives of the government's overtime in the State. Could this be as a result of the inability of the employees of the company to work as a team to achieve their goals? It is based on this that the study is set to examine the relationship between teamwork and employee satisfaction in Benue Investment and Property Company, Makurdi Benue State.

It is observed that efforts at developing a comprehensive model on teamwork including the three dimensions of team trust, esprit de corps, and team communication is very rare in literature available and seems non-existence in the study area of this presents. This suggests a gap in the study area. Indeed, previous studies (including Garba, 2020; Ooko (2019); Ibrahim, Rahman, Johar (2019); Hassan, (2019); and Shouvik and Mohammed, 2018) focused on either one or two dimensions of teamwork and some of the studies could not even identified which dimensions of teamwork have been utilized in establishing the nexus teamwork between employee satisfaction. This present study is an attempt to develop a comprehensive model that aggregates of three variables of teamwork including team trust, esprit de corps, and team communication to examine the effect of team work on employee satisfaction in Benue Investment and Property Company Makurdi, Benue State.

## 1.3 Objective of the Study

The aim of the study is to examine the relationship between teamwork and employee satisfaction in Benue Investment and Property Company, Makurdi. Specific objectives are to:

i. ascertain if team trust and employee satisfaction in Benue Investment and property Company, Makurdi, Benue State,

ii. verify if esprit de Corp and employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State,

iii. ascertain if team communication and employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State.

This study seeks to investigate the relationship between teamwork and employee satisfaction in BIPC. The scope of this study is limited to the measuring variables of the concepts of teamwork and employee satisfaction under investigation. The period of coverage of the study is five (5) years which is between 2016-2023. This is 'because this period was said to have witnessed preferred teamwork among staff of the organization. The elements of the population and sample size were drawn from all the staff of BIPC, Makurdi, Benue State. The scope of operation and the staff composition of BIPC, is expected to give enough evidence on the topic under investigation. The employees of BIPC formed the respondents sampled with the believe that they will give thorough insights on the issues and problems concerning teamwork and employee satisfaction.

## 2.0 LITERATURE REVIEW

### 2.1 Theoretical Framework

#### 2.1.1 Systems Theory

Ludwig von Bertalanffy in 1952 founded the system theory (von Bertalanffy, 1952). The main assumption of systems theory is that a complex system is made up of multiple smaller systems, and it is the interactions between these smaller systems that create a complex system as its known. The theory postulates that, employee behavior is influenced by a combination of individual and group-level factors. The individual-level factors are called discretionary inputs, which is referred to factors specific to some employees rather than all employees in the team. Discretionary inputs may include employees' motivational traits, work experience or their exchange relationships with their leaders. The group-level characteristics, also called ambient inputs, represent the values and factors that relate to the overall team in general. Factors such as leadership climate, work design or group norms can be mentioned under ambient inputs (Chen and Kaffer, 2016).

When applied to organizational communication, the systems theory paradigm seeks to understand the interconnectedness of team members rather than looking at just one part. The basic idea behind systems theory is

that the whole is greater than the sum of its parts. One area of communication study that utilizes systems theory extensively is the study of organizational communication. Scholars in this specialization are interested in the interaction of people to see how they create what we know as organizations (Chen and Kaffer, 2016).

It is important to be able to recognize these subsystems, because understanding this interdependence is vital to developing a complete system. One of the most important concepts in system theory is the notion of interdependence between systems (or subsystems). Systems rarely exist in isolation. This theory fit into this study due to fact that teamwork is a proactive employee behavior and that our study thus imports the foundations of systems theory into the context of teamwork-employee satisfaction relationship as a form of proactive behavior.

## 2.2 Conceptual Framework

### 2.2.1 Teamwork

Teamwork can be accurately defined as a group of individuals who work cooperatively to achieve a specific task or goal. This skill has become appreciated that many large organizations have designed special tests to determine the abilities of their employees to work on teams. Therefore, teamwork ability became an essential skill that every worker must have to be accepted in the job. The idea or concept of teams has been applied many centuries ago during the establishment and development of human civilization that is why it is a very valuable and important concept in any occupational and developmental process. Teamwork is a precise organizational measure that shows many different features in all types of organizations including non–profit (Mulika, 2019).

### 2.2.2 Dimensions of Teamwork

The following variables of teamwork have been utilized in this study including team trust, esprit de corps, and team communication. These are discussed below:

i. **Team Trust:** Members of effective teams trust each other, and they also exhibit trust in their leaders. Interpersonal trust among team members facilitates cooperation (Robbins and Judge, 2017).

ii. **Esprit De Corps:** Esprit de corps is the feeling and viewpoint that employee holds about the group. It is also known as team spirit in which employees share their problems with each other within the organization (Jaworski and Kohli, 2013).

iii. **Team Communication**: Communication is a process of transmitting information and common understanding from one person to another. Generally, organizational communication has two objectives which include informing the workforce about their tasks and the policy issues of the organization (Keyton, 2017).

### 2.2.3 Employee Satisfaction

Employee satisfaction is the term used to describe whether employees are happy and fulfilling their desires and needs at work (Bhuivan, 2019). Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction is a broad term used by the human resource (HR) industry to describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for. Employee satisfaction is one key metric that can help determine the overall health of an organization, which is why many organizations employ regular surveys to measure employee satisfaction and track satisfaction trends over time. A high satisfaction level indicates that employees are happy with how their employer treats them (James, Terah and Noye, 2016).

### 2.2.4 Measures of Employee Satisfaction

The dimensions of employee satisfaction in this study include employee engagement, employee retention, and employee feedback (Hassan, 2019). These are explained below:

i. **Employee Engagement:** Employee engagement is a human resources concept that describes the level of enthusiasm and dedication a worker feels toward their job (Shouvik and Mohammed, 2018).

ii. **Better team performance:** Employee engagement does not just benefit individual employees – it benefits the team.

iii. **Increased employee productivity:** Agwu (2015) argued that, highly engaged employees are more efficient and produce higher-quality work. The reason has been that they are personally invested in their job, and their performance matters to them.

iv. **Achieved team objectives:** Again Agwu (2015) averred that, speaking of hitting targets, employee engagement plays a huge role in your team's success and achievements.

v. **Employee Feedback:** Feedback occurs when outputs of a system are routed back as inputs as part of a chain of cause-and-effect that forms a circuit or loop. The system can then be said to feed back into itself. The notion of cause-and-effect must be handled carefully when applied to feedback systems (Zimmer, 2019).

## 2.3 Review of Related Empirical Studies

Garba (2020) studied the influence of teamwork on organizational performance in Nigerian Public Sector: A Study of Benue State Civil Service, Nigeria. Convenience sampling was used to gather primary sources of information from the respondents in the study area. Data was collected using questionnaire and analyzed using inferential statistics such as simple linear regression analysis. The hypotheses of the study were tested using the probability values of the estimates. The result revealed that teamwork has a positive effect on the performance of Benue State Civil Service proxies by service delivery and the effect is statistically significant ($p<0.05$). It was concluded that teamwork, is an essential element for the development and function of an organization or institution. It was recommended among others that government of Benue State should incentivize employees who work as a team as this has been shown to improve performance. The study did not identify which variables of teamwork that were used and moreover it was conducted on the entire Benue State Civil Service, while the present study has four variable of teamwork including member's abilities, team trust, esprit de corps, and team communication and is centered on Benue Investment and Property Commission.

Ooko (2019) conducted 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 objective of the study was to investigate the effect of teamwork on the achievement of targets in organization in Kenya. The study adopted descriptive research design and the study sample was 190 employees of SOS Children's Village, Eldoret. The result of the study revealed that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. It was concluded that job satisfaction was to be achieved through recognition of achievement, promotions, good working environments and fair rewards and remunerations. The study therefore recommended that recognition of achievement, promotions, good working environments and fair rewards and remunerations should be encouraged for better job satisfaction. This study used variable different from this present study and is conducted in Kenya. This present study used four variable of teamwork including member's abilities, team trust, esprit de corps, and team communication, and is carried out in Nigeria.

Ibrahim, Rahman, and Johar (2019) studied understanding the team Cohesiveness, teamwork quality and team performance in employee performance in university. The research to understand the teamwork quality, team cohesiveness and team performance in employee performance, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance. The research study used correlation techniques to analyze the relationship between two variables that was teamwork and organization performance. The result of the study revealed that there was a significant positive impact of teamwork on organizational performance and employee's overall performance. The study concluded that all the study variables of teamwork including teamwork quality and team cohesiveness have significant positive effect on organizational performance. The study recommended that both the teamwork quality and team cohesiveness should be adopted for better performance. This study uses two variable of teamwork including teamwork quality and team cohesiveness, while the present study has four

variables including member's abilities, team trust, esprit de corps, and team communication.

Hassan (2019) studied the relationship between teamwork and organizational performance. The objective of this study was to examine the relationship between teamwork and organizational performance. The population of the study included teachers, heads of departments and schools' heads. The study employed a descriptive research design. Stratified sampling and random sampling technique were used to get a sample size of 110 respondents from the population of the study. The study revealed that the positive relationship exists between teamwork and organizational performance. The study concludes teamwork and aspects of teamwork (Communication, trust and effective leadership) to have a significant relationship with organizational performance. The study further recommended to managers to design task and activities based in teams for better results, also to enhance communication, increase the level of trust and promote participation of every member in the decision - making process. This study is conducted in Kenya and uses three variable of teamwork including communication, trust, and effective leadership; while the present study is conducted in Nigeria and uses four variables of teamwork including member's abilities, team trust, esprit de corps, and team communication.

Shouvik and Mohammed (2018) conducted a study on the impact of teamwork on work performance of employees: A Study of Faculty Members in Dhofar University. The descriptive research approach was used. A sample size of 100 respondents was drawn from the population of faculty members in Dhofar University. Correlation and ANOVA were used to find the relationship between the independent and dependent variables and the impact of the independent variables on the dependent variable, which is employee performance. The results reveal that is a strong and significant connection between the independent variables of teamwork including climate of trust, leadership and structure, performance evaluation and rewards and the performance of the faculty members of Dhofar University in Sultanate of Oman. This study used three variables of teamwork including climate of trust, leadership and structure, while the present study uses four variables of teamwork including member's abilities, team trust, esprit de corps, and team communication.

Manzoor, Ullah, Hussain and Ahmad (2018) worked on the effect of teamwork on employee performance, using the staff of higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan. The objective of the study was to examine the effect of teamwork on employee performance in higher education department of Khyber Pakistan Khawa. The study used survey design. The sample size of 161 was drawn from the staff of higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan. Both descriptive and inferential statistics were used. The study revealed that there is positive and significant relationships exist between teamwork and employee performance. The study recommended that teamwork should be adopted by the higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan for superior performance. This study did not point out which teamwork variable was used, and that the study was done in Pakistan. This present study used four teamwork variables including member's abilities, team trust, esprit de corps, communication and effective leadership, and is carried out in Nigeria.

Onyekwelu, Onah, Onwuchekwa and Ejike (2018), studied the effect of team work on employee performance in an organization, using selected medium scale enterprises in Anambra State. A descriptive survey was used. Pearson correlation and multiple regression analysis were used. All tests were carried out of 0.05 level of significance. The findings showed all the studied variables including team members' abilities, team esprit de corps, team trust, recognition and reward are predictors of performance. Consequently, it was recommended that all the study variables including members' abilities, team esprit de corps, team trust, recognition and reward should be adopted as predictor of performance. This study uses four dimensions of teamwork including members' abilities, team esprit de corps, team trust, recognition, and reward, while present study uses four dimensions of teamwork including member's abilities, team trust, esprit de corps, and team communication.

Judeh (2017) studied employee involvement on extent of teamwork effectiveness in the Jordanian Glass and Ceramic Industry. The objective of the study was to examine the effect of employee involvement on teamwork effectiveness in Jordanian Glass and Ceramics Industry. Using descriptive statistics (one

sample t-test and independent sample t-test, linear regression and ANOVA) for analysis of questionnaire data collected from 176 participants revealed that there is a significant effect of employee involvement on team effectiveness. It was therefore, recommended that teamwork atmosphere ought to be enhanced in the organization. This study is conducted in Jordan and centered on employee involvement on teamwork, while the present study is carried on teamwork and performance and is carried out in Nigeria.

Chege (2017) studied the effect of teamwork on productivity in sales and marketing departments: A Study of Nairobi Bottlers Limited. The study adopted the descriptive research design. The target population of the study was 420 team members in the sales and marketing work in the selling territory. Using the random sampling technique, a sample representative of 80 team members participated in the study. Both Primary and Secondary data were used in making factual decisions. The questionnaire was used to collect the Primary data. Data analysis was done using the Statistical Package for Social Sciences (SPSS) Version 20.1 Data was analyzed by using descriptive statistical methods like the mean, averages, and percentages. Data was presented using tables, figures, bar graphs and pie charts. The study concluded that all the four independent variables including communication, leadership, employees' compensation, and cohesiveness positively impact on the productivity in the sales and marketing department of Nairobi Bottlers. This present study used four variables of teamwork including communication, leadership, employees' compensation, and cohesiveness and carried out in Nairobi, while the present study uses four including member's abilities, team trust, esprit de corps, and team communication, and is carried out in Nigeria.

Agarwal and Adjirackor (2016) studied the impact of teamwork on organizational productivity on the staff members of Kwashieman Anglican Basic School of the Accra Metropolitan. The study utilized quantitative techniques to analyze the relationship between the variables of teamwork including Esprit de corps (Team Spirit), team trust, recognition and rewards and organizational productivity. Regression analysis was used to test the formulated hypotheses. The result of the study shows that there is a significant positive impact of the predictors on the response variable with an adjusted R2 of 70.5%. The study recommends that teamwork activities must be adopted in order to enhance organizational productivity. This present study used four dimension of teamwork including esprit de corps (Team Spirit), team trust, recognition and rewards and is conducted in Ghana, while the present study used four dimensions of teamwork including member's abilities, team trust, esprit de corps, and team communication, and is carried out in Nigeria.

Walid and Zubair (2016) conducted 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 descriptive and exploratory research design with a sample size of 67 employees of Kuala Lumpur capital of Malaysia. The result showed that all the study variable of teamwork including efficient communication, level of trust, leadership, and accountability, have positive and significant impact on employee performance while intrapersonal skills and cohesiveness has no influence on employee performance. The study recommended that efficient communication, level of trust, leadership and accountability should be adopted for better performance of Kuala Lumper Capital of Malaysia. This study was carried out in Malaysia using different variables as compared to this present study even though some of the variables are common to the ones in the present study.

Boakye (2015) studied the impact of teamwork on employee performance, using Komfo Anokye Teaching Hospital and Ejisu Government Hospital. The objective of the study was to examine the effect of teamwork on employee performance. A survey design was used, and sample of 270 employees of the Teaching Hospital and Ejisu Government Hospital were used. Both descriptive and inferential statistics were used. The study used correlational techniques in order to analyze the relationship between the two variables that is teamwork and organizational performance. The study found that teamwork is positively and significantly related to organizational performance. The study recommended that all the measures of teamwork used in the study including team trust, recognition and rewards should be adopted for better performance. This study used three variable of teamwork and was not conducted in the study area of this present study while this present study has four variables

of teamwork including member's abilities, team trust, esprit de corps, and team communication.

Hope, Obianuju and Igono (2015) studied Teamwork and Performance of Selected Transport Companies in Anambra State. The objective of the study was to ascertain the nature of relationship between teamwork and organizational performance of selected transport companies in Anambra State. To achieve these objectives, descriptive survey research design was employed. The study population was 117 employees of selected transport companies in Anambra State. Pearson Product Moment Correlation Coefficient was used to analyze data from two hundred and nineteen respondents. The result revealed a positive significant relationship between commitment and revenue generation of the selected transport companies. It is therefore recommended that service industries such as the transport sector, should encourage and sustain the use of teamwork as part of their operational strategies. Managers and team leaders should offer and encourage sound team commitment. The study is conducted in Nigeria using two variables of teamwork including commitment and revenue generation, while the present study is also in Nigeria but uses four dimensions of teamwork: member's abilities, team trust, esprit de corps, and team communication.

Agwu (2015) conducted a study on the effect of teamwork on employee performance in the Liquidified Natural Gas Plant, Bonny, Nigeria. The study adopted descriptive research design with sample population 223. Regression analysis was used for the test of the formulated hypotheses. Result from data analysis indicates that significant relationship exists between teamwork and employee performance. It was concluded that the current team building in the plant should be sustained. This study did not identify the variable, so teamwork used even though is done in Western part of Nigeria. While the present study has used four variable including member's abilities, team trust, esprit de corps, and team communication and is done in the North-Central Part of Nigeria.

Wu and Chen (2014) studied the effect of teamwork on performance - An empirical study of Inter-instituted Collaboration. The objective of the study was to examine the effect of team work on the performance of Inter-instituted Collaboration. The sample size for the study was 178 professors, involving collaboration projects from twenty vocational institutes at the higher-education level. The collected data were statistically analyzed using SPSS 17.0 for Windows and LISREL 8.70 for Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). Also, the study undertook the Maximum Likelihood Estimation to analyze the linear relationships among the three major variables. The statistical analysis result indicated that knowledge-sharing created a positive effect on team performance. This study concluded that vocational institutes are academic organizations where knowledge-sharing is a crucial mission and where strategies are put into place to fulfill that mission; team conflict should be avoided for better team performance. This study did not point out what variables of teamwork were used and was not conducted in Nigeria, but present study uses four variable of teamwork including member's abilities, team trust, esprit de corps, and team communication, and is carried out in Nigeria.

## 3.0 METHODOLOGY

**3.1 Research Design:** The study adopted a survey research design method which follows a quantitative methodology. A survey research method is adopted because the study is an assessment of opinions about teamwork and its resultant effect on employee satisfaction in BIPC, Makurdi. The survey method allowed the researcher to gather quantitative data and analyze it using descriptive and inferential statistics. Then, possible reasons for relationships between variables can be suggested and models of these relationships can be produced. Apart from providing a fast, cheap, efficient, and accurate assessment and information about a given population, survey research using questionnaires is relatively inexpensive and easy, especially when collecting data from a large sample. The research design also enhances the collection of specific information which ensures that the quality of data gathered is guaranteed. Thus, this study made use of quantitative data in describing the characteristics of the population and summarizing the information and testing of hypotheses.

**3.2 Population of the Study:** The population of the study is one hundred and eighteen (118) comprising all management staff, senior staff, and junior staff of BIPC Makurdi (BIPC Annual Report, 2022). The population cuts across all the departments of the company including Administrative Department, Finance

Department, Human resource Department and Marketing Department.

**3.3 Sample and Sampling Technique:** This study employs census sampling technique used by Awan and Hashmi (2014) which allows for the adoption of the whole population as sample. The sample size for the study is therefore 118 all the staff of BIPC, Makurdi. The reason for resorting to census sampling had been that the population is small and manageable.

**3.4 Instruments of Data Collection:** The main instrument to be used to collect data for this study is the questionnaire developed by the researcher from literature reviewed. The questionnaire consists of two parts: A and B. The part A of the questionnaire is used to generate information on the demographic characteristics of respondents. The B part required the respondents to answer questions regarding teamwork and employee satisfaction. In order to do this the independent variables of the study (team members' abilities, team trust, esprit de corps, team communication and effective leadership) and the dependent variable (employee satisfaction) are captured by means of a 5-point likert scale questionnaire with the following rating: SA (strongly agree) - 5; A (agree) – 4; N (Neutral) – 3; D (disagree) – 2; and SD (strongly disagree) - 1. The choice of questionnaire as an instrument of data collection for the study is because its administration, is comparatively inexpensive and easy when gathering data from large population spread over wide stratum; it reduces the chances of bias because the same questions will be asked by all respondents. Also, many respondents are familiar with questionnaire and feel more comfortable when responding to it; and it can easily be quantifiable by either the researcher or using software package.

**3.5 Validation of the Instrument:** Validity is the extent to which any measuring instrument measures what it is intended to measure (Thatcher, 2010). Before actual distributions of questionnaires to respondent, steps were taken to ensure that the scale items adequately cover the area of the construct. Copies of this questionnaire were given to supervisors in the department for validation. This was done to obtain their general comments and necessary suggestions on the adequacy and sequence of the question. Some items were added based on their valuable recommendations to enhance the research instrument.

A confirmatory factor analysis was done to establish validity of the questionnaire. For the establishment of content validity, the questionnaires that were distributed for pilot after retrieval were subjected to a factor analysis test using the principal component analysis method of extraction. The factor loadings of these items were used to establish the average variance extracted (AVE) based on the formula below:

AVE= SSFL / NOI

Where AVE=Average variance extracted

SSFL=Sum of Squared Factor Loadings

NOI= Number of variables indicators

For each of the variables, AVE was computed as shown in the table below. Since the average variance extracted is greater than 0.5 for each of the variables, it therefore gives room for the establishment of convergent validity.

**Table 2: Confirmatory Factor Analysis**

| S/N | Variables | No of Items | AVE |
|---|---|---|---|
| 1 | Team Trust | 5 | 0.767 |
| 2 | Esprit De Corps | 5 | 0.732 |
| 3 | Team Communication | 5 | 0.721 |

*Source: Researcher's Computation, 2023*

**3.6 Reliability of the Instrument:** Reliability refers to the consistency, stability and repeatability of results, that is, the result of a researcher is considered reliable if consistent results have been obtained in identical situations but different circumstances. To ensure the reliability of the questionnaire, the researcher applied a test- retest of the survey instrument in BIRS Makurdi, Benue State to calculate the reliability of the instrument using the statistical method, the Cronbach's alpha shown below.

**Table 3: Cronbach's Test of Reliability**

| Variables | No of Items | Cronbach's alpha |
|---|---|---|
| Team Trust | 5 | 0.901 |
| Esprit De Corps | 5 | 0.899 |
| Team Communication | 5 | 0.890 |

*Source: Researcher's Computation, 2023*

The results of the Cronbach's alpha pre-test carried out above suggest that the instrument used for evaluation is highly reliable with the coefficient ranging from 0.890 - 0.911. The aim of the reliability as a quality criterion is to minimize errors and give stable results of data collection. The study used multiple regression analysis for data analysis.

The multiple regression model is adopted in this study where employee satisfaction is considered as a function of teamwork which is the independent variable as follows:

ES = f(TT, EDC, TC) ----------(1)

Thus the regression model is as follows:

$ES = b_0 + b_1TT + b_2EDC + b_3TC + \mu$

Where:

ES = Employee Satisfaction

TT = Team Trust

EDC = Esprit De Corps

TC = Team Communication

$\mu$ = error term

A priori expectation: $b_1>0$, $b_2>0$, $b_3>0$. This means that teamwork as contained in team members' abilities; team trust, esprit de corps, team communication and effective leadership are expected to positively influence employee satisfctaion.

## 4.0 RESULTS AND DISCUSSION

**Model Summary:** The result from Table 10 indicates that coefficient of determination (R square) explains the variation in the dependent variable due to changes in the independent variable. The R square value of .655 is an indication that there was variation of 65.5% in the employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State due to changes in team trust, esprit de Corp, team communication at 95% confidence interval. Also, the value of R (.805) from Table 10 revealed that there was a strong relationship between the study variables.

**Table 1 Model Summary**

| R | R-Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|

| | | | | |
|---|---|---|---|---|
| **.805[a]** | **.655** | **.543** | **1.89394** | **1.221** |

**Predictors (Constant), Team Trust, Esprit de Corp, Team Communication**

**Dependent Variable: Employee Satisfaction**

**Source: Field Survey, 2023**

**Table 2 Regression Coefficients**

| | **Unstandardized Coefficients** | | **Standardized Coefficients** | | |
|---|---|---|---|---|---|
| | **B** | **Std. Error** | **Beta** | **t** | **Sig.** |
| (Constant) | 9.078 | 1.316 | | 6.898 | .000 |
| Team Trust | .728 | .057 | .231 | 3.168 | .002 |
| Espirit de Corp | .639 | .065 | .176 | 2.125 | .035 |
| Team Communication | .828 | .066 | .257 | 7.479 | .001 |

**a. Dependent Variable: Employee Satisfaction**

**Source: Field Survey, 2023.**

**Test of Study Hypotheses**

**$H0_1$: Team trust does not have significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State**

To test this hypothesis (table 4.12), the strength of the effect of team trust on employee satisfaction in Benue Investment and Property

Company, Makurdi, Benue State was measured by the calculated p-value = .002 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .002 < α 0.05), the null hypothesis was rejected. It is therefore concluded that team trust has significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State.

**$H0_2$: Espirit de Corp does not have significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State**

To test this hypothesis (table 4.12), the strength of the effect of espirit de corp on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State was measured by the calculated p-value = .035 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .035 < α 0.05), the null hypothesis was rejected. It is therefore concluded that espirit de corp has significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State.

**$H0_3$: Team Communication does not have significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State**

To test this hypothesis (table 4.12), the strength of the effect of team communication on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State was measured by the calculated p-value = .002 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .002 < α 0.05), the null hypothesis was rejected. It is therefore concluded that team communication has significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State.

**Discussion of Findings**

This study tests that assertion and the result from the analysis is reported in table 4.12. It was found that t = 3.168, p = 0.002. The null hypothesis is rejected, and the alternate hypothesis accepted, and we therefore conclude that team trust has a significant relationship with employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State. The result of this study is in line with Garba (2021); Ooko (2019 and Manzoor, Ullah, Hussain, and

Ahmed (2018) who both asserted that team trust among the employees has effect on employee satisfaction. By implication, team trust among employees must be encouraged in organizations as it positively impacted on employee satisfaction in terms of job engagement, job retention and employee feedback.

This study tests that assertion and the result from the analysis is reported in table 4.12. It was found that t = 2.125, p = 0.035. The null hypothesis is rejected, and the alternate hypothesis accepted, and we therefore conclude that espirit de corp has a significant relationship with employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State. That is, we accept the estimate $a_1$ is statistically significant at 5% level of significance. This implies that espirit de corp has a positive effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State, and the relationship is statistically significant.

This study tests that assertion and the result from the analysis is reported in table 4.12. It was found that t = 3.257, p = 0.001. The null hypothesis is rejected, and the alternate hypothesis accepted, and we therefore conclude that team communication has a significant relationship with employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State. That is, we accept the estimate $a_1$ is statistically significant at 5% level of significance. This implies that team communication has a positive effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State, and the relationship is statistically significant ($p< 0.05$) and line with *a priori* expectation. By implication, a unit increase in team communication will result to a corresponding increase in productivity by 82.8%. The result of this study is in consonant with Chawla and Jain (2021); Mughal (2020); Ibrahim, Rahman, and Johan (2019); Judeh (2017) who both submitted that effective team communication among the employees has effect on employee satisfaction. By implication, effective team communication among members has to be encouraged in organizations as it positively impacted on employee satisfaction in terms of job engagement, job retention and employee feedback.

## 5.0 SUMMARY, CONCLUSION AND RECOMMMENDATIONS

### 5.1 Summary

This study examined the effect of teamwork on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State. The summary of the findings is presented below that: team trust has significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State (p-value .002 < α 0.05), espirit de Corp has significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State (p-value .035 < α 0.05), and team Communication has significant effect on employee satisfaction in Benue Investment and Property Company, Makurdi, Benue State (p-value .001 < α 0.05).

### 5.2 Conclusion

Based on the results in respect to the objectives and hypotheses, this study concludes that, the independent variables of teamwork (team trust, espirit de corp, and team communication) are predictors of employee satisfaction (employee engagement, employee retention and employee feedback) in Benue Investment and Property Company, Makurdi, Benue State.

### 5.3 Recommendations

The following recommendations are made based on findings:

1. BIPC management should promote team trust among organization members which will thereafter enable an individual to put more of his/her resources into tasks that will bring about organizational performance. Teamwork should be seen as an effective operational strategy and adopted not as an ad hoc strategy but one that should be sustained.

2. BIPC should promote espirit de corp in designing tasks and activities based on team to get better and desired results. Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams. Teamwork activity within the organization is very much beneficial and its effect is directly on employee performance. When an employee acquires adequate opportunities of teamwork his/her performance automatically improves and he/she will be satisfied with the job, and this could ensure that skills are better utilized. This might reduce the possibility of an employee quitting a job.

3. BIPC should promote team communication among team members in the organizations. This is because anything accomplished by humans involves communication and inadequate communications between people may lead to the poor achievement of goals. Effective communication by members should be always encouraged in the organization and very teamwork activity. BIPC should create task which will engage the staff and require them to work in a team to achieve a higher goal. It is recommended that; seminars and conferences should be organized for the staff so that proper enlightenment will be provided to them on the importance of teamwork.

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