
Appraisal of Team Work and Employees Performance in the Public Civil Service in Nigeria

Dr. Dominic Shimawua

Department of Public Administration, Veritas University, Abuja-Nigeria | Email:
dshimawua@gmail.com | Tel: 08065968062

Abstract: *Performance of employees in the work place is one of the areas that received attention from scholars and policy makers due to its relevance in organizational growth. One of the factors that promote the performance of staff in organizations is team work. The study appraised team work and employees performance in the public civil service in Nigeria. The paper adopted analytical research design by which evidential documented materials from journals, books, official reports, newspaper and magazine publications and Internet materials were used as sources of data collection. The study has delineated teamwork (communication, team-spirit, recognition and collaboration) as effective strategy in improving employee performance in public civil service in Nigeria. However, absence of good communication and lack of loyalty or trust in public civil service towards one another leads to low productivity and inefficiency in public civil service or organization. The study concluded by reechoing that teamwork is a power tools in ensuring effective performance on orgainsations and recommended the need for adequate consideration to effective communication and trust which breed team spirit in the work place among public servants in organizations for effective performance.*

Key words: *Teamwork, Employees Performance, Public Civil Service.*

Introduction

Employee performance has been identified as the key in organizations whether private or public to gain competitive advantage and superior productivity. Noticeably, the only enduring competitive advantage in this global economy is a high-quality, well-motivated workforce that are willing to work together as team to achieved optimum performance. Unfortunately, the level of performance of an average Nigerian public service worker is low and weak, because Nigerian public service workers are said to have poor attitude to resulting to low performance, commitment and dedication amongst others (Jimoh, 2008).

A team is a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems (for example, business unit or the corporation), and who manage their relationships across organizational boundaries. For example, in a production work team, one member may pass on the product of her work to another member to work on, with all members sharing responsibility for the quality and quantity of the final output that is produced. In a project team, Gaikwad (2018) observed that research and development engineers may work iteratively with manufacturing process engineers to make sure that the designs that are being developed can be manufactured; the team's tentative designs may

be reviewed by the research and development and manufacturing functional managers. By this definition, a department of electrical engineers who works on not share responsibility for outcomes are not interdependent. Wekese (2010) says that when people are not allowed to be part of a group, they will find a way round it often to the detriment of performance. It is therefore sensible to design work situation that enables people to gain what they want from being a member of a particular group while at the same time performing effectively (this is one reason why some forms of job design are based on team working). Thus teams are an important means by which we achieve certain satisfactions or pursue certain interest. If we are denied these things, we may look for other ways to achieve them.

The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment and opinion. Vašková, (2007) observed that the advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management. The success of any organization or institution requires the positive force of teamwork because it helps the employees to empower and develop themselves and their potentials, as well as learning the proper strategies to achieve the required tasks efficiently. Also, the positive interaction and collaboration among employees allow them to have a better understanding of the significance of teamwork in building up the human civilization and helping the human beings to achieve the common goals and purposes that they all need.

Evidence from Wageman (1997) revealed that “company’s teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control and company’s success is scrutinized by top management to achieve the desired goals”. Most of the successful companies do not hire an individual who cannot work on teams to solve conflicts and achieve various tasks, and that proves the importance of teamwork as an essential skill in the work environment. The concept of teamwork has been applied in human’s lives long time ago in order to solve various forms of struggles, achieve the basic life requirements and needs, and to make smarter decisions for the benefit of all groups of people. So, teamwork can be also described as a strong power given by a group of individuals to make better decisions efficiently. The absence of teamwork strategy and concept in the workplace has led to low levels of productivity, efficiency and creativity in the public service. Therefore the study highlights employees’ teamwork and work performance in public civil services in Nigeria.

Workers Performance

Workers’ performance is normally looked at in terms of outcomes. It is also be looked at in terms of behaviour (Armstrong, 2000). On the other hand, Kenney (1992) stated that employee’s performance is measured against the performance standards set by the organisation. There are a number of measures that can be taken into consideration when measuring performance. For example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja, 1992). Moreover, workers’ performance can also be seen as the functioning and presentation of employees. This indicates how workers are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies. Workers’ performance is everything about the performance

of workers in a firm or a company or an organisation. And according to Saetang, Sulumnad, Thampitak and Sungkaeu (2010) workers' performance remains an important factor to push forward an excellent organisation.

Performance on the other hand, is defined as the act of doing a task or a work. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organisation (Campbell, 1990). Performance as Campbell (1990) further explains that performance is the key element to achieve the goals of the organisation by increasing the effectiveness and efficiency of the organisation which is helpful for the achievement of the organisational goals. Corroborated this view, Hughes, Ginneth and Curphy (2009) postulated that performance is those behaviours directed towards the organisation's mission and goals. This means that performance of individuals become crucial for organisation's survival, and the success or failure of such an organisation depends, to a large extent, on the performance of the individuals in that particular organisation. McShane and VonGlinow (2010) viewed performance as goal directed behaviours under the individual's control that support organisational objectives. Therefore, works performance is of paramount important in maintaining an enviable position of any organization.

Teamwork

Teamwork is defined by Scarnati (2001) "as a cooperative process that allows ordinary people to achieve extraordinary results". Harris & Harris (1996) also explain that a team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. The literature consistently highlights that one of the essential elements of a team is its focus toward a common goal and a clear purpose (Fisher, Hunter, & Macrosson, 1997; Johnson & Johnson, 1995, 1999; Parker, 1990; Harris & Harris, 1996). Teams are an integral part of many organizations and should be incorporated as part of the delivery of tertiary units. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualised, competitive goals (Luca & Tarricone, 2001).

Public Civil Service

The public civil service is a term used to describe public servants who are directly employees of the federal and state government, other than the police, armed forces personnel, the judicial personnel and the teachers (Oladoyin, 2008). It also excludes employees of statutory corporations and boards. The civil Service embodies all servants of the state, other than those holding political appointments, who are employed in a civil capacity and whose remuneration is paid out of money voted by the legislature. Adamolekun (1983) found the civil service to be the body of permanent officials appointed to assist the political executive in formulating and implementing governmental policies". He further posits that, the second usage of the term as

referring to the ministries and departments within which specific aspects of government are carried out.

It is very important to note that though civil service and public service has been conceived by so many people to mean the same thing, but technically, not the same as per se. For instance, public service is broader and more inclusive. Investwords.com (2011) defines public service as that part of the economy concerned with providing basic government services. The composition of the civil service varies from country to country, but in most countries, the public service includes institutions that provide services such as the policing, defence, public roads, mass transit, education, healthcare and electricity. Obikeze & Anthony (2004) explains that the public service provides services that non-payer of taxes cannot be excluded from, such as: street lighting, public education and roads. These services are often referred to in economics as public goods. It can therefore be said that civil service is narrower in scope and excludes some government employees who are public servants.

The civil service is the administrative structure employed in the civil capacity to fulfill government policies and programmes. According to Omori (2012), this can be viewed in terms of structures, that is, ministries, departments, and so on, or the human occupants of public offices i.e. permanent secretaries, ministers and higher administrative staff. Section 2 of the Pensions Act of 1951 defines the civil service as ‘the service in a civil capacity under the government of the federal or a college university or a pensionable employment under local authority’. There is a distinction between the civil service and the military service and police service. While military and police service are principally concerned with the safeguard of the country from external and internal dangers, the civil service is concerned with strictly civil and non-technical affairs of the state. Members of the civil service are employed in a civil capacity as distinguished from military, police capacity or judicial. Military officers, police officers, judicial officers and many other technical officers like engineers, doctors and draughts men are, frankly speaking not civil servants.

Civil servants are mainly of two categories: lower clerical staff and higher administrative staff. The higher administrative staffs are directly responsible to the political head of department. On the other hand, the lower clerical staffs help the administrative staff and works under its direct supervision and control. The state reaches the citizens through the civil servants who are well trained, skilled and permanent body of professional class of officials, and who have taken government service as a career (Ekhaton, 2002).

Configurational/Bundle Theory

The study anchored on configurational/bundle theory. The Configurational theory is an offshoot of the contingency theory that dominated research until the 1970. In both theories, the concept of ‘fit’ in strategic management is the underlying assumption. The theory postulates that performance of an organisation depends on the fit of environment and organisational design. The configuration theory was initially developed by Shortell (1977) who introduced an approach that lists different context variables and design forms. Configurational theory suggests that organisations are best understood as coherent clusters of distinct attributes that occur together

commonly (Miller, 1986; Mintzberg & Lampel, 1999). The theory is concerned with how the configuration pattern of multiple independent variables, rather than each individual dependent variable is related to organisational performance (Delery & Doty, 1996). Its key prediction is that a small number of congruent configurations should describe a large proportion of high-performing organisations (Miller, 1986). Configuration theory therefore focuses on the identification of sets of practices, recognizing that the benefit of adopting one practice may increase with the adoption of other complementary practices.

This theory is relevant to the study since the theory is concerned with how a pattern of multiple independent variables (for example, teamwork and training variables) relate to a dependent variable (e.g. workers' performance), rather than how individual independent variable relate to a dependent variable. In the same vein, the theory postulate that individual human resource management practices have been combined to form unique patterns of practices that depict different configurations, and these different configurations have been related to effectiveness outcomes. The theory is significant in the area of teamwork and workers' performance since public organisations are required to adopt bundle of strategies to improve the workers' performance and satisfy the organisation goals. Also, the theory is relevant to this study in that it aims at stressing the importance of teamwork, and workers' performance of public organisations. Again, the theory highlighted the need for teamwork and training variables in public organisation and thereby achieving optimum workers' performance.

Performance in the Nigeria Public Service

It is obvious that Nigeria has a large Public organisation with large personnel. Their major function is to implement government policies and programmes. While it is true that some governments did or do not have any programme for the common good, the public organisation has not successfully implemented the policies and programmes of those that did. Many civil servants found it easier to align themselves with the government of the day and participate in treasury looting that has reduced Nigeria to an embarrassment among the comity of serious nations (Suleiman, 2014).

There is significant evidence to suggest that the Public Service in Nigeria has not delivered on the purposes for which it was established. With several cases of building collapse, plane crash, moribund refineries and the resultant importation of Petroleum products into the country by the Federal Government and so on as witnessed in recent times, the Public Sector cannot untie itself the shackle of poor performance necessitated by inefficiency and ineffectiveness. Management inertia has been identified by Researchers and Practitioners as one of the factors that are responsible for poor performance in the Public Sector. Former President Olusegun Obasanjo while introducing a set of Public Service Reforms in 2003 observed:

Nigerians have too long been feeling short-changed by the quality of public service. Our public offices have too long been showcase for combined evils of inefficiency and corruption, whilst being impediments for effective implementation of government policies. Nigerians deserve better and I will ensure they get what is better (Obasanjo, 2003).

The aftermath of this was the invention of series of reforms which led to privatization, downsizing and right-sizing of the Public Service and even minimizing the role of the Public Sector in the National life. The Nigerian Public Service has undergone changes and transformation over the years; unfortunately, successive reforms have not made significant impact to reengineer the Public Sector. Reforms were tailored towards achieving efficiency and effectiveness of the service on the understanding that a thorough-bred Public Service was necessary for efficient delivery of public service. Again, the public sector has continuously failed to deliver. Adamolekun in a Survey conducted in 2005 captured this development when he categorizes Nigeria as one of the hesitant reformers', alongside Cote d'Ivoire, Gabon, Guinea, Togo, Zimbabwe. This survey may be controversial but the essential point has been made: the rate of reforms in the Nigeria Public Service is lackluster. Omori (2012) posits that it is very difficult to compare Nigeria, for instance, with other countries like Botswana and South Africa whose Public Services are much more effective and efficient. The Public Service in Nigeria is generally criticized, among others for being too bureaucratic, too conservative and there are conduct derived from colonial based civil service which was designed just to make law and order. Corroborating on this unfortunate situation, Adeyemo and Adeleke (2008) stress that the superstructure has remained defective and the several public service review exercises ended up with the civil service being put in a straight jacket. Furthermore, inadequate co-ordination, communication gap, over centralization of decision making, non-application of reforms reports has marred efficiency and effectiveness of the Nigeria Public Service (El-Rufai, 2013).

Resultantly, the sector operates far below expectation with escalating personnel costs, problems of productivity and redundancy among its workers to the extent that some of the organizations have been shut down. The above constitutes the environment in which the Nigeria Public Service operates and which has equally hindered development. Therefore, the need to identify and provide for more efficient ways of handling the public service becomes imperative. On the contrary, the performance of public sector in Nigeria has been replete with varying contradictions (Adeyemo & Salami, 2008) and has even become an epitome of all that is corrupt, mediocre and fraudulent (Imhonopi & Urim, 2013). As it stands, the public sector in Nigeria has virtually collapsed. Politics and politicisation has systematically bastardised the very essence of the sector. Consequently, morale is weak, remuneration is very poor, efficiency is no more, competence has been ditched and merit abandoned (Kagara, 2009). In the public sector for example, all government departments have to be efficient as they have to deliver value for taxpayers' money. In fact, efficient, effective, responsive, transparent and community oriented public service delivery is an imperative prerequisite because without it unethical behaviour will result (Raga & Taylor, 2005).

The public sector in Nigeria exists to propel socio-economic development and to guard against the control of the economy from foreign domination and exploitation but, the performance of the sector has been replete with varying contradictions (Adeyemo & Salami, 2008). The civil service in Nigeria for example, seems unable to cope with the prevailing ideological, political and economic changes as well as the management innovations; such that the institutional and capacity weakness of the civil service is considered one of the fundamental causes of socio-political upheavals and economic crisis (Chukwuemeka & Eme, 2011). In essence, Okpala (2012) reported that Nigeria lost several hundred billions of Naira over the last few decades due

of flagrant abuse of procedures, lack, of transparency and merit in the award of contracts in the public sector. The Nigerian public sector ever since the country's independence from Britain in 1960 has been grappling with weak governance structure, red-tapism, weak accountability, low professional standards, waste and corruption, poor productivity, and lack of control, redundancy and over-bloated staff structure (Ogunrotifa, 2012).

Factors contributing to Teamwork in Organization

There are often dozens of internal and external factors that separate effective and ineffective teams. Moreover, what makes some teams strong, be it competitiveness, toughness or high energy levels, can make other teams weak; That said, there are a few factors of effective teamwork that are common to teams of all types. These factors include culture, communication and leadership.

Leadership: The word leadership can refer to; the process of leading, those entities that perform one or more acts of leading, or the ability to affect human behavior so as to accomplish a mission designated by the leader. House defines "leadership" organizationally and narrowly as the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organization of which they are members. Hackman (2002) states that leadership "involves moving a system from where it is to some better place" (Hackman, 2002). Ross and Offerman (1997) state that the present organizational focus on revitalizing and transforming organizations in order to meet the competitive challenges ahead has been accompanied by increasing interest among leadership researchers; in leaders as transformers. According to Bass (1985) a transformational leader can produce sweeping changes in organizations and societies by exhibiting three types of behaviors; charisma, intellectual stimulation and individualized consideration. The work of Bass and others on transformational leadership strongly argues that such leaders are necessary for optimal team member satisfaction and organizational performance (Hater, & Bass, 1988; Seltzer & Bass, 1990; Walman, Bass and Einstein, 1987; Yammarino, Spangler & Bass, 1993). Hogan, Raskin and Fazzini (1990) argue that charismatic leaders have a dark side in that they have a personality that helps them advance to top management. Ross and Offerman (1997) report that this is difficult to evaluate because research in transformational leadership focuses on the effects of leadership on team members satisfaction. It is unknown whether transformational leaders have different personality profiles than their non transformational counterparts. Congo and Kanungo (1988) suggest that charismatic leaders are differentiated from non charismatic by their striving to change the status quo. They claim that it is widely agreed upon that transformational leaders change things: organizational culture, follower norms, goals and ideologies (Bass, 1985; Giysem, Woycke & Fodor, 1988; Alenznik, 1983). Clover (1988) found that transformational leaders are rated significantly higher on measures of feminine attributes, nurturance and pragmatism; and rated lower on masculine attributes such as dominance, aggression and criticalness. He also concludes that transformational leaders are more flexible, more compassionate, more insightful, less tough and less forceful than their non transformational counterparts (Ross & Offerman, 1997).

Organizational Communication: According to Taylor (1991), communication may be defined as giving, receiving or exchanging information, opinions or ideas by writing, speech or visual

means so that the material communicated is completely understood by everyone concerned. Communication is the transfer of meaning or understanding from one mind to another. This can be accomplished orally, in writing, gesturing and facial expression. Communication is vital because it is through it that a firm makes contacts with its customers, suppliers and the various internal elements of the organization. The organization also gets information from external sources which help it to make business decisions and to take appropriate actions. People in organizations typically spend over 75% of their time in an interpersonal situation; thus it is no surprise to find that at the root of a large number of organizational problems is poor communications. Effective communication is an essential component of organizational success whether it is at the interpersonal, intergroup, intragroup, organizational, or external levels (Bihm, 2001). The best teams hone their communication skills like a razor. They have been trained to slice their way through most problems, and think their way around corners. These types of improvements are profound in the quality of teamwork, amount of management, and level of productivity.

Organizational Culture: In the larger literature on teams, effectiveness is judged by the extent to which a team is successful in achieving goals consistent with the task. For wraparound teams, achieving goals is necessary, but not sufficient; to produce the range of desired outcomes. By definition, wraparound cannot be considered successful unless both the planning process and the plan produced are individualized family centered, and culturally competent (Williams, 1988). The goals pursued by the team must reflect the family's own sense of its needs, strengths, and priorities. Furthermore, the strategies used to meet the goals and the indicators used to judge the success of the strategies must be consistent with the family's beliefs and values. This implies that when teams are sharing ideas, developing priorities, and making decisions about goals and strategies, it is essential that family members' perspectives are not only elicited, but in fact given priority, during teamwork. Evidence from a number of studies has supported the idea that meaningful family participation in planning can contribute both to high-quality planning and to positive wraparound outcomes. For example, parent and youth participation in planning for children with emotional and behavioral difficulties has been linked to enhanced selection of treatment goals and strategies (Williams, 1988), improved treatment outcomes (Byalin, 1990; Williams, 1988) and service coordination (Koren et al., 1997), and increased family empowerment (Curtis & Singh, 1996).

Factors hindering Team Work in Organization

Describing a dysfunctional/factors that affect team work, Gaikwad (2015) found that to build on unstable foundation, lack of trust and is ultimately exposed by its lack of attention to results. An absence of trust undermines the team's Ability to engage in constructive conflict as it is known that without healthy conflict, teams do not make a solid commitment to plan and decisions. Evidence of Gaikwad further explains that where there is ambiguous commitment, there will also be unclear accountability which leads to inattentiveness to results. The symptoms of team ineffectiveness can be gauged by observing the process followed and behavioral aspects that are evident within the team. Symptoms to watch out include: friction and disagreements, hearing complaints or gossip from various sources lack of loyalty towards one another, affection energy focused outside of the teams objectives, team members being absent from work or scheduled

team meetings, poor coordination of team activities, disorganized and chaotic handling of tasks, falling behind on deadlines or inability to meet targets and drop in the efficiency or productivity level of the team. The findings of Wekese (2010) were that the barriers that occur in communicating with others obstacles within the self which on the other hand affects team work. One tends to screen information and messages, thereby limiting one's understanding and communication ability. The compatibility between the communicators tends to make it uncomfortable, awkward to communicate. Tendency to evaluate and judge, approve or disapprove other's statement (Kakkad, 2011).

Teamwork and Organizational Performance

The impact of teamwork on employees' occupational performance has been a major topic of many researches done by academics and practitioners in the previous years (Jones, Richard, Paul, Shoane & Peter, 2007). The reason behind this attention is the fact that the practical concept of teamwork has a strong influence on the performance of any organization and the employees who work in it. Teamwork was defined and deliberated by Shouvik and Mohammed (2018) as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers there. There are several causes and reasons that clarify and highlight the link between teamwork and the level and quality of the performance in workplace. Jones *et al* (2007) state that understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance. Team members enhance the skills, knowledge and abilities while working in team (Froebel & Marchington, 2005). Shouvik and Mohammed (2018) further indicate that effective behaviors and concepts related to teamwork can increase the level of improvement of employees' performance and their productivity as well as enhancing the ability of solving conflicts and facing the urgent and sudden challenges at work. 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 organization 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 in order 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, 2010).

Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Some companies have started to apply team-based strategy in their work performance to maintain the productivity of their workers and to emphasize on the importance of working together as one united entity to achieve the objectives and goals of the organization in the best way possible. Team-based strategy means a basic method followed by the members of an organization to work in teams to finish the required tasks. As a result of such strategies applied in workplaces, the managers of such organizations are clarifying the significance of teamwork and its ability to create a better work environment for the workers and increase the level of creativity, productivity and the success of the entire entity. Cohen (1999) says that teams

are replacing individuals as the basic building blocks of organization. In this century, the teamwork skill has been taught as an essential educational concept at schools, so that students learn the proper strategies to develop professional skills as part of their educational process. The important professional skills such as solving conflicts, communication, collaboration and positive interaction skills are noticeably being defined by managers as an important requirement for the work environment. So, the employers and managers are always looking for individuals who can collaborate and work on teams as a critical skill in every working environment.

Nexus between Teamwork and Employees Performance in Nigeria Public Civil Service

There is no doubt that team work has a powerful impact on the performance of the employees and the future of the public service in Nigeria. The studies that have been conducted on the subject indicate that the concept of teams is valuable and helpful to facilitate the developmental process in the organization and to enhance employees' performance (Oseiboakye, 2015). Simply, the main purpose of teamwork is to apply an effective method in order to improve the occupational performance of employees and their personal skills and talents that serve the requirements of the job. Bacon and Blyton (2006) identified the two essential factors that promote the communication skills between team's members and enhance their performance regarding the concept of teamwork, which are: self-management team and interpersonal team skills. According to Tarricone and Luca (2002) in their case study on successful teamwork, the effective teams can be accurately defined as: "Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment". Many studies have shown that employees who work on teams can be more productive than others who work individually (Jones et al, 2007). The reason why an individual becomes more productive working on teams, is that he/she acquires or enhances the beneficial occupational skills through unlimited learning, cooperating, and exchanging thoughts and various experiences. Teamwork thus, is an essential element for the development and function of public service in Nigeria. Teamwork is an important factor for smooth functioning of an organization. Froebel and Marchingto (2005) maintain that team members enhance their skills, knowledge and abilities while working in teams. Cohen and Bailey (1999) posits that organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work. According to Ingram (2000) teamwork is a strategy that has the potential of improving the performance of individuals and organizations, though it needs to be nurtured over time. Organizations need to look at various strategies of improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork within their organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Effective team performance may therefore, be attributed to both effective management and effective internal team processes.

Conclusion

Workers performance remains the primary element of effective functioning of most organisations, including those in government. Knowing what factors influence workers

performance is a prerequisite to improving performance. The results of this study have delineated teamwork (communication, team-spirit, recognition and collaboration) as effective strategies in improving workers performance. It is thus, concluded that adequate considerations should be given to these variables so as to improve workers performance in either public organisation or private sector. Hence, the broad concept of teamwork retains its prominence as the primary function of workers performance.

Recommendations

The following recommendations become imperative:

- i. There should be regular appraisal of employees' job skill requirements to ensure that every employee possess the relevant skills required in his/her work team.
- ii. The employees should also be involved in decision making and employ an efficient communication system that avails information to all stakeholders.
- iii. The study further recommends that all the employees should embrace team work in order for it to be effective completely.

References

- Acquaah, M. & Yasai-Ardekani, M. (2008). Does the implementation of a combination competitive strategy yield incremental performance benefits? A new perspective from a transition economy in Sub-Saharan Africa. *Journal of Business Research* 61, pp. 346-354.
- Adamolekun, L. 1983. *Public Administration: Nigeria and comparative perspective*. London: Longmans.
- Adamolekun, L. (2005). Re-orienting public management in Africa: selected issues and some country experiences. *African development bank economic research working paper*, 81, pp. 25.
- Adeyemo, D. O. & Adeleke, S. (2008). A Review of privatization and enterprises reform in Nigeria. *Contemporary Management Research Journal* 2 (1), 12-23.
- Armstrong, M. 2000. *Understanding Training: Human Resource Management Practice*. 8th ed. London: Kogan Page limited.
- Batt, R. (2004). Who Benefits from Teams? Comparing Workers, Supervisors, and Managers. *Industrial Relations Journal* 43 (1), 183-212.
- Byalin, K. (1990). Parent empowerment: A treatment strategy for hospitalized adolescents. *Hospital and Community Psychology*, 41, 89-90.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organisational psychology. *Handbook of industrial and organisational psychology* Eds. M.D. Dunnette and L. M. Hough. Palo Alto, CA: Consulting Psychologists Press.
- Chukwuemeka, E. & Eme, O.I. (2011). Refocusing the Federal Civil Service: The role of the Head of Service. *Arabian Journal of Business and Management Review*, 1, (5), 17-31.

- Cohen, S. G. (1991). *New approaches to teams and teamwork*. Pp. 194-226 in J.R. Galbraith, E. E. Lawler, & Associates (Eds.). *Organizing for the future: The new logic for managing complex organizations*. San Francisco: Jossey-Bass.
- Cohen, S.G., & Bailey, D.E. (1999). What makes teams work: group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23 (3), 239-90.
- Conti, B. & Kleiner, B. (2003). How to increase teamwork in organisations. *Journal of Quality*, 5 (1), 26-29.
- Delery, J. & Doty, H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and Configurational performance predictions. *Academy of Management Journal* 39 (4), 802-835.
- Ekhator, V.E. (2002). *Rudiments of Public Administration*. Kaduna: Joyce Graphic Printers and Publishers Co.
- Froebel, P. and Marchington, M. (2005). Teamwork structures and worker perception: A cross national study in pharmaceuticals, *International Journal of Human Resource Management*, 16, (2), 256-276
- Gaikwad, S.K. (2018). Factors responsible for effective and ineffective team in construction projects. *International Refereed Journal of Engineering and Science*, 5(12), 88-93.
- Hackman, J. (2002). *Leading teams setting the stage for great performances*. Boston: Harvard Business School Press.
- Harris, P. R., & Harris, K. G. (1996). Managing effectively through teams. *Team Performance Management: An International Journal*, 2(3), 23-36.
- Hayes, N. (2005). *Psychologie Tymove Prace*. Prague: Portal
- Huint, H. & Saks, A.M. (2003). Translating training science into practice: a study of managers' reactions to post-training transfer interventions. *Human Resource Development Quarterly* 14(1), 81-98.
- Hughes, R.I., Ginneth, R.C. & Curphy, J.G. (2009). *Leadership enhancing the lessons of experience*. 6th ed. New York: McGraw Hill.
- Imhonopi, D. & Urim, U.M. (2013). Leadership crisis and corruption in the Nigerian public sector: An albatross of national development. *The African Symposium*, 13 (1), 78- 87.
- Ingram, H. (2000). Linking teamwork with performance. *Journal of Team Performance Management*, 2(4), 5-10.
- Jimoh, A. M. (2008). Situational judgement, emotional labour, conscientiousness and demographic factors as predictors of job performance among university administrative workers in Southwestern Nigeria. Unpublished Thesis. Guidance and counselling, Education. University of Ibadan.
- Johnson, D. W., & Johnson, R. T. (1995). Social Interdependence - Cooperative Learning in Education. In B. Bunker & J. Z. Rubin (Eds), *Conflict, Cooperation, and Justice* (pp. 205-251). San Francisco: Jossey-Bass Publishers.
- Jones, A., Richard, B., Paul, D., Sloane K. & Peter, F. (2007). Effectiveness of teambuilding in organizations. *Journal of Management*, 2(9), 19-30.
- Kagara, H.S. (2009). Oronsaye's Civil Service reform: Another Option. Retrieved, May 15, 2019 from <http://economicconfidential.net/new/features/4--oronsayes-civil-service-reform-anotheroption>

- Karia, N. and Ahmad, Z.A. 2000. Quality practices that pay: empowerment and teamwork. In Majeed, S., Saleem, H.M.N., Aziz, T. & Usman, M. (2012). The influence of corporate culture on organisational commitment of Pakistani banks: an empirical study. *International journal of Asian social science* 2 (8), 1370-1377.
- Kenney, E. (1992). *Management Made Easy*. 1st ed. South Carolina: Omron Publishers.
- Luca, J., & Tarricone, P. (2001). *Does emotional intelligence affect successful teamwork?* Proceedings of the 18th Annual Conference of the Australasian Society for Computers in Learning in Tertiary Education at the ASCILITE, p. 367 – 376, Melbourne: University of Melbourne.
- Mafini, C. and Pooe, D.R.I. (2014). *A framework for linking process factors to organizational Performance in a Government Department*. *International Business and Economics Research Journal*, 13 (5), 981-997.
- McShane, S.L. and Von Glinow, M.A. (2010). *Organisational behaviour: emerging knowledge and practice for the real world*. Boston, Mass: McGraw-Hill/Irwin.
- Miller, D. (1986). Configurations of strategy and structure: a synthesis. *Strategic Management Journal*, 7, 233-249.
- Mintzberg, H. & Lampel, J. (1999). Reflecting on the strategy process. *Sloan Management Review*, 2-30.
- Mulika. (2010). The impact of teamwork on employee performance in strategic management and the performance improvement department of Abu Dhabi Police, UAE.
- Obasanjo, O. (2003). On SERVICOM. Available at <http://www.servenigeria.com>. Assessed on May 15, 2019.
- Obikeze, O. S. & Anthony, O. E. (2004). *Public Administration in Nigeria: A developmental Approach*. Onisha: Book Point Ltd.
- Ogunrotifa, A.B. (2012). Federal civil service reform in Nigeria: The case of democratic centralism. *Radix International Journal of Research in Social Sciences*. 1.10.
- Okpala, K.E. (2012). Fiscal accountability dilemma in Nigeria public sector: A warning model for economic retrogression. *Research Journal of Finance and Accounting*, 3 (6), 113-131.
- Oladoyin, A.M. (2008). *The Nigerian Civil Service in Retrospective*. Ife: Obafemi Awolowo University Press Limited.
- Olorunsola, E.O. (2012). Job performance of administrative staff in south west Nigeria Universities. *European Journal of Educational studies* 4:3.
- Omori, A.E. (2012). Teamwork and training variables as predictors of workers performance in public organizations in Cross River State, Nigeria. Unpublished PhD Thesis University of Ibadan, Ibadan.
- Ooi, K.B & Arumugam, V. (2006). The influence of corporate culture on organizational commitment: Case study of semiconductor organizations in Malaysia. *Sunway Academic Journal* 3, 99-115.
- Oseiboakye, E. (2015). Research on the impact of teamwork on employee performance. University of Ghana.
- Parker, G. M. (1990). *Team Players and Teamwork*. San Francisco, CA: Jossey-Bass.

- Parker, G.M. (2008). *Team players and teamwork: new strategies for developing successful collaboration*. 2nd ed. Jossey- Bass: Wiley.
- Putu, N., Mimba, S., Van Helden, G. & Tillema, S. (2007). Public sector performance measurement in developing countries: a literature review and research agenda. *Journal of Accounting and Organisational Change*, 3 (3), 192-208.
- Raga, K. & Taylor, D. (2005). Impact of accountability and ethics of public service delivery: A South African perspective. *The public manager, summer*: 22-26.
- Ross, S., & Offerman, L. (1977). *Transformational Leaders: Measurement of Personality Attributes and Work Group Performance*. In *Personality and Social Psychology Bulletin*, 23, (10), 1078.
- Scarnati, J. T. (2001). On becoming a team player. *Team Performance Management: An International Journal*, 7(1/2), 5-10.
- Shouvike, S. & Mohammed, W.H. (2018). The impact of team work on performance of employees: A study of faculty members in Dhofar University. *Journal of Business and Management*, 20 (3), 15-22.
- Suleiman, S. (2014). Nigeria: why the public sector is inefficient. Siminar paper presented at the department of public administration, Amadu Bello University, Zaria. April, 12th.
- Tarricone, P. Luca, J. (2002). Successful teamwork: A case study. Edith Cowan University, Perth, Australia.
- Vašková, R. (2007). Research on teamwork and high Performance work Organization. *European Observatory of Working Life*.
- Vermeeren, B., Kuipers, B. & Steijn, B. (2009). A Study of HRM, Employee Attitude and Behavior and Public Service Quality of Ducth Municipalities. Paper presented at EGPA Conference, September 2-5 2009, Saint Julian's, Malta.
- Wekese, A.N. (2010). Factors affecting effectiveness of team at the national bank Kenya. Unpublished M.BA Dissertation, University of Narirobi, Kenya.
- Williams, B. E. (1988). Parents and patients: Members of an interdisciplinary team on an adolescent inpatient unit. *Clinical Social Work Journal*, 20, 78–91.
- Zane, B., Kane, A. & Marcus, A.T.C. (2004). *Essentials of investments 8th ed*. New York: McGraw-Hill Irwin.'