(RESEARCH ARTICLE)

Impact of Teamwork on Achieving Organisational Goals and Objectives: A Case Study of Ecobank Plc, Eket

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Abstract

This study investigates the role of teamwork in achieving organisational goals, using Ecobank Plc, Eket, as a case study. Teamwork has become a strategic tool in modern management, fostering collaboration, efficiency, and innovation across organisational structures. Despite this, many institutions struggle with implementing effective teamwork practices tailored to their operational environments. The study aimed to assess how teamwork influences organisational performance, to identify departmental variations in teamwork perception, and to examine its practical benefits and challenges. A survey design was adopted, and primary data were collected using structured questionnaires administered to 80 staff across five departments. Descriptive statistics, Chi-square tests, and correlation analysis were employed to analyse the data. The results revealed that 73.75% of respondents believe teamwork enhances productivity and goal attainment. Though the Customer Service department displayed a relatively lower agreement, overall responses across departments supported the significance of teamwork. Chi-square analysis indicated no statistically significant variation in perception across departments, while correlation analysis showed a strong positive relationship between department size and reliance on teamwork. The findings suggest that teamwork is broadly appreciated, but practical application differs based on departmental structures and leadership. Effective teamwork depends on clear communication, defined roles, strong leadership, and continuous training. In conclusion, the study affirms teamwork as a critical driver of organisational success. Its novelty lies in integrating statistical validation with departmental insights in a real-world banking context, offering empirical evidence to guide strategic human resource planning in similar institutions.

Keywords: Teamwork; Organisational Goals; Ecobank Plc; Chi-square Test; Human Resource Strategy

1. Introduction

Human resources are widely regarded as the engine that drives organisational performance and influences the quality of its products and services. This perspective reinforces the notion that an organisation is only as effective as the quality, commitment, and productivity of its managers and employees. The perception and quality of services an organisation delivers are often determined by the competence and dedication of its workforce (Mashhady et al., 2021).

Given that employees must operate within shared workspaces, the workplace itself becomes a complex cultural community. In large metropolitan areas, it is not uncommon to find employees representing over 120 distinct ethnic backgrounds (Udoyiu & Uko, 2023). Navigating such diversity and harnessing it for productive outcomes requires a strategic approach to human resource management, one that promotes collaboration, cohesion, and mutual respect (Tajeddini et al., 2022). The concept of teamwork has emerged as a central strategy in this context.

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Teamwork, though relatively new in modern management discourse, is increasingly recognised as a vital tool for managing human relationships and enhancing organisational effectiveness. It fosters collaboration, information sharing, and mutual accountability, all critical to achieving an organisation's mission and vision (Sweta et al., 2024). A skilled and well-trained employee can significantly influence the productivity of fellow staff members, particularly when a culture of teamwork is cultivated (Udoyiu& Edward, 2024).

The study focuses on Ecobank Nigeria Plc, a prominent commercial bank licensed by the Central Bank of Nigeria since 1986. The bank operates a universal banking model that includes retail banking, wholesale banking, and treasury and financial institution services (Ejumudo & Ejumudo, 2020). In 2011, Ecobank Nigeria acquired Oceanic Bank, expanding its branch network and elevating its asset base to approximately US$8 billion (₦1.32 trillion), positioning it among the top five largest banks in Nigeria at that time. With over 600 branches nationwide, Ecobank is part of the larger Ecobank Transnational Incorporated (ETI), a leading pan-African banking group headquartered in Lomé, Togo, with a presence in over 30 countries across West, Central, and East Africa (Nkemakolam et al., 2021). Despite the importance of teamwork, many organisations struggle to effectively plan and implement team-based structures that align with their strategic goals. This research investigates the extent to which teamwork can be leveraged as a tool to achieve organisational objectives at Ecobank Nigeria Plc. Specifically, the study aims to examine the challenges, benefits, and practical implementation of teamwork in a complex financial institution.

The study is guided by the need to understand how both junior and senior staff within an organisation perceive and contribute to teamwork and how this translates into organisational productivity. By comparing and contrasting the effectiveness of teamwork at Ecobank, the research intends to provide evidence-based recommendations that will assist the bank's management in optimising team structures and performance outcomes. Ultimately, this research will contribute to solving challenges that hinder organisational goal achievement and offer theoretical and practical insights for policy implementation. It will also serve as a valuable reference for future academic inquiries into teamwork and organisational effectiveness, particularly within the banking sector.

2. Literature Review

2.1. Overview of Teamwork in Organizational Research

Teamwork has garnered substantial scholarly and managerial attention over the past few decades, emerging as a central construct in organizational development literature. This surge in interest is evident in the increasing focus among management consultants and academic researchers on team building and its implications for organisational performance (Demir & Ergün, 2023). Much of the early research emphasised team skill development and group effectiveness, while complementary studies concentrated on the design of work environments that facilitate effective team engagement (Goodman, 1990). These foundational works established a basis for understanding how collaborative structures influence employee behaviour and productivity.

Despite this progress, relatively limited attention has been directed at exploring the relationship between teamwork and technological applications, or the strategic deployment of team-based approaches across corporate or cross-functional domains. Teamwork is increasingly regarded not merely as an internal operational feature, but as a comprehensive organisational intervention capable of redefining corporate architecture for competitive advantage (Lane et al., 2023). The ability of teams to promote continuous learning and improvement facilitates the development of core competencies and dynamic capabilities that can be harnessed to unlock latent organisational potential.

Organisations adopting teamwork practices are better positioned to respond with agility to dynamic market demands, particularly when such practices are aligned with learning cultures and innovation-driven strategies. Team-based work structures not only foster knowledge sharing and collective problem-solving but also enable decentralised decision-making processes, making them instrumental in enhancing strategic responsiveness and adaptability (Jones et al., 2020).

2.1.1. Strategic Application of Teamwork for Organisational Advantage

A critical organisational priority lies in fostering flexibility and innovation through teamwork. The deliberate cultivation of cross-functional teams supports the realisation of shared objectives, enhances resource allocation efficiency, and encourages organisational transformation. High-performing organisations often use team structures to reinforce change management processes, coordinate complex functions, and align employee performance with corporate goals (Arsawan et al., 2022). Within this framework, the integration of effective processes, governance systems, and a cohesive social architecture is vital to sustaining high levels of team performance.

Team working is increasingly applied across hierarchical levels and organisational sectors, acting as a catalyst for transformation. Blue-chip corporations such as UAC, Dangote, British American Tobacco, ExxonMobil, Shell, and telecommunications companies including MTN, Zain, and Globacom have incorporated teamwork models as key components of their operational strategy (Ewim et al., 2024). This approach is not exclusive to multinational enterprises; small and medium enterprises (SMEs) also benefit from leveraging team-based structures to improve competitiveness and innovation.

The inherent dynamism of teams makes them ideal for facilitating rapid change and achieving continuous operational improvements. Through structured collaboration, teams can recalibrate organisational focus, drive innovation, and strengthen employee commitment. As organisations become increasingly reliant on cross-functional synergies, team structures enable the seamless execution of multi-disciplinary projects and the effective coordination of diverse skill sets.

2.1.2. Management Levels and Coordination in Team-Based Structures

At different organisational levels, teamwork assumes distinct functions. At the executive level, the commitment and involvement of senior managers are crucial to the successful implementation of change initiatives. Strategic teams in the boardroom align policy directions with emerging challenges and provide support for cross-functional project teams that bridge departmental boundaries. (Holubčík et al., 2025) Such project teams are often developed to tackle uncertainties and coordinate functions that span the operational and administrative spectrum.

On the operational front, particularly on the shop floor, team structures aid in integrating complex technologies and improving workflow systems. These teams contribute not only to technical performance but also to the reshaping of the organisation's social dynamics by empowering employees and fostering inclusive work cultures. According to Strode et al. (2022), teamwork introduces alternative coordination methods that surpass traditional hierarchical control mechanisms. These include the development of new routines, social norms, and informal procedures that foster greater responsiveness and adaptability.

The integration of teamwork into organisational systems enhances coordination and promotes a shift from externally imposed control mechanisms, such as direct supervision, to internally mediated systems based on mutual adjustment and shared goals. Teams promote horizontal relationships, reduce functional silos, and enhance mutual accountability (Sweta et al., 2024). While teamwork encourages autonomy and collective ownership, it may also intensify peer pressure and conformity, sometimes at the expense of individual creativity and dissent.

Thus, team-based coordination introduces both functional benefits and subtle challenges that must be critically examined. It enhances adaptability and cohesion but may also lead to over-socialisation and suppression of individual perspectives. Balancing internal team dynamics with organisational diversity and innovation goals remains a key concern for management.

2.1.3. Teamwork, Organizational Structure, and Human Integration

The interdependence fostered by teamwork has structural and cultural implications. Organisations are social units designed to achieve specific goals, distinguishing them from other informal social units like families or friendship groups. To realise these goals, organisations require the coordinated efforts of individuals from varied backgrounds. In diverse organisations, teamwork becomes the mechanism that binds heterogeneous members toward shared goals, fostering mutual understanding and collective responsibility.

The systemic nature of organisations, describing them as networks of interrelated components working toward common goals. This systemic perspective necessitates orderly communication and structured interactions. In practical terms, the implementation of teamwork ensures that interdependent functions across departments are synchronised, promoting alignment between individual roles and collective outputs (Sulastri, 2023).

A relevant analogy is the school system, composed of students, academic staff, and administrative personnel. These sub-systems must operate cohesively to ensure knowledge transmission and institutional success. Just as in education, teamwork in organisational contexts ensures that roles are clearly defined, responsibilities are shared, and outputs are harmonised. This is where the organisational principle that "the whole is greater than the sum of its parts" finds practical expression (Morales-Huamán et al., 2023). When guided by principles such as esprit de corps, teamwork elevates group solidarity and propels organisations toward higher productivity.

The successful implementation of teamwork fosters a sense of collective identity, which enhances motivation and accountability. Employees internalise the belief that their contributions are not isolated but integral to the achievement of broader organisational objectives. This promotes a culture of shared ownership, encouraging employees to transcend role-based limitations and adopt a more holistic, mission-oriented perspective.

2.2. Team Spirit and Organizational Identity

Team spirit is a natural outgrowth of effective teamwork and represents the collective commitment of individuals who align their personal efforts with the shared mission of their organisation. This spirit functions as a cultural artefact, a deep-seated value system cultivated through regular interaction, shared achievements, and a unified sense of purpose. When team spirit is well-established, it fosters a motivating environment where employees willingly exert extraordinary effort toward achieving group objectives.

Henri Fayol referred to this phenomenon as *esprit de corps*, a binding force that stimulates oneness and shared curiosity to achieve results. It plays a critical role in enhancing employee morale, cohesion, and resilience in the face of organisational challenges. Team spirit engenders loyalty, patriotism, and a willingness to sacrifice for the collective good, often propelling teams beyond their expected performance limits (Boyt et al., 2001). It fuels the internal motivation that underlies high-functioning teams and can ultimately become embedded as a defining feature of an organisation's culture.

Team spirit represents the altruistic dimension of team members who are willing to set aside individual differences in service of the group's overarching objectives. However, this commitment should be reciprocated by management. When managers acknowledge team contributions and reward excellence fairly, team spirit flourishes. If, on the contrary, workers perceive a disconnect between their efforts and management's recognition or resource distribution, morale and motivation can diminish. This underlines the importance of mutual responsibility between leadership and staff in sustaining a healthy team culture.

2.2.1. The Role of Individuals and Work Groups

The human relations approach to management emphasises the psychological and emotional dimensions of work. Neoclassical theorists argue that employee behaviour is shaped by sentiments, attitudes, and social dynamics in the workplace. Thus, organisations that overlook individual differences and workplace culture risk undermining their effectiveness (Naz et al., 2019). Instead of focusing solely on formal structures or economic incentives, effective management must prioritise workers' personal needs, values, and motivations.

Work groups function as important social units that influence individual behaviour and performance. The classic Hawthorne studies revealed that informal groups often exert more control over worker behaviour than formal structures, shaping attitudes and setting unspoken performance standards. This finding underscores the social nature of work and the importance of peer influence in team dynamics.

As cohesive units, work groups play a pivotal role in fostering job satisfaction, social inclusion, and collective performance. A leader must not only facilitate tasks but also generate respect, align personalities, and maintain team cohesion (Randel et al., 2017). He or she becomes the bridge that connects individuals with the team's shared identity and goals. In this context, leadership is not merely positional but relational, influencing how well team members coordinate and how effectively they perform.

2.2.2. Work Orientation and Organizational Structure

Work orientation refers to the way individuals relate to their jobs, which is shaped by organisational structures and cultural expectations. Organisations are structured arrangements of people and material resources designed to accomplish common goals. The formal structure includes impersonal relationships, defined roles, and task specialisation. This provides predictability and ensures accountability (Soomro & Shah, 2019). However, beneath this formal framework lies the informal organization, composed of social networks, peer groups, and shared meanings, that influences workplace behaviour in significant ways.

Work organisations often operate within bureaucratic systems, defined by Max Weber as hierarchical arrangements where authority flows through formal channels. While such structures are designed to ensure order and consistency, they may also stifle innovation, responsiveness, and morale. Therefore, integrating team-based models into such systems requires intentional design adjustments to accommodate both structure and flexibility.

A functional organisation must clearly define rights, duties, privileges, and communication channels. However, to achieve actual productivity, organisations must balance formal structures with an understanding of informal dynamics. Work orientation in a team setting entails recognising the human element of work, how individuals find meaning, relate to others, and derive satisfaction from their roles. Effective teamwork must take this orientation into account by aligning job design with employee aspirations and social interaction patterns (Park et al., 2021).

In such a system, team spirit, goal clarity, and leadership alignment serve as the mediating variables that enable team-based structures to function successfully within formal organisational constraints.

2.2.3. Morale, Conflict, and Impediments to Team Spirit

Morale is an essential but often overlooked component of team effectiveness. It encompasses the confidence, satisfaction, and sense of purpose that employees experience in their work. Morale reflects a combination of fortitude, resolution, and optimism that energises individuals and teams. High morale contributes to sustained productivity, while low morale can derail even well-structured teams.

A healthy work environment, characterised by clear goals, appropriate incentives, meaningful feedback, and open communication, supports strong morale. It creates a culture of trust and accountability where workers feel respected and empowered. Conversely, poor morale results in apathy, absenteeism, and reduced performance (Lowe et al., 2003). To sustain team spirit, organisations must pay attention to worker morale by addressing not only physical working conditions but also psychological and social needs.

Despite its advantages, teamwork is not immune to challenges. One of the most significant impediments is conflict. Conflict arises when limited resources, incompatible goals, or poor communication lead to competition and misunderstanding among team members. Conflict can manifest as resistance, reduced collaboration, or open hostility. While conflict is often viewed as negative, social scientists argue that it can also foster innovation by challenging assumptions and prompting problem-solving (Mişca, 2022). The key lies in managing conflict constructively rather than suppressing it.

Conflict sources in team settings include scarce resources, competing goals, personality clashes, and communication failures. For example, when two departments compete for the same budget allocation or when team members misinterpret each other's intentions due to cultural differences, collaboration breaks down. Effective teamwork depends on conflict resolution strategies such as mediation, mutual adjustment, and transparent decision-making processes.

Another significant barrier to team spirit is the "divide and rule" approach often employed by some executives. When leaders bypass team leaders or key stakeholders in decision-making, it undermines trust, fosters resentment, and fractures team cohesion. In such scenarios, loyalty is divided, accountability is weakened, and organisational effectiveness suffers (Mişca, 2022). To counter these challenges, organisations must commit to fostering inclusive decision-making, promoting transparency, and cultivating trust among team members. Employees seek fair compensation, job security, recognition, and opportunities for growth. When these expectations are met, team spirit flourishes, and collective responsibility becomes a cultural norm.

Ultimately, human relations theory suggests that people perform best when they feel like part of a cohesive unit working toward shared goals. Teamwork satisfies both personal and organisational needs, aligning productivity with employee satisfaction. Sokolova et al. (2024) extended this by asserting that organisations must consider both social and economic dimensions to preserve human dignity and foster cooperation.

3. Research Design and Methodology

3.1. Research Design and Area of Study

The research adopted a survey design, which was deemed most suitable for gathering relevant data from the selected population. The survey method focuses on individuals and their beliefs, attitudes, opinions, and behaviours, making it ideal for exploring workforce-related perceptions and organizational practices. The chosen research area was Ecobank Plc, Eket, with the central aim of assessing the effectiveness of teamwork as a strategic tool for achieving organizational goals and objectives.

The study focused on examining how teamwork contributes to goal realisation across different departments of the bank. The survey approach enabled the researcher to interact directly with staff, drawing insights from their experiences and perspectives within the organisation. This method also facilitated the collection of both qualitative and quantitative data for analysis.

3.2. Population, Sample Size, and Sampling Technique

The target population of this study included staff from all departments of Ecobank Plc, Eket, totaling 100 employees. However, it was impractical to study the entire population; hence, a sample size of 80 respondents was determined using the Yaro Yamane formula, which is useful for calculating representative samples from large populations.

The Yaro Yamane formula is expressed as:

$$n = \frac{N}{1+N(e)^2} \hspace{6cm} 1$$

Where: n = sample size, N = population size (100), e = level of significance (0.05)

A non-probability sampling technique, specifically convenience sampling, was employed to select the 80 participants. This technique was used due to time and resource constraints and allowed the researcher to collect data from readily accessible staff members across various departments.

3.3. Sources of Data and Instrumentation

Data were collected using both primary and secondary sources. The primary data were derived from responses to structured questionnaires administered to Ecobank staff, interviews, and personal observation during visits to the bank. The primary data provided firsthand information essential for analysing the relationship between teamwork and organisational goal achievement.

Secondary data were obtained from existing literature, organisational records, academic journals, and previous studies relevant to team dynamics, performance management, and organisational behaviour (Van Der Hoek et al., 2016). These sources were helpful in providing context, validating findings, and reinforcing the theoretical framework of the study.

The questionnaire was distributed among five key departments: Human Resource, Accounting, Logistics, Customer Service, and Personnel. The distribution is outlined in Table 1

Table 1 Distribution of Questionnaire by Department

S/N	Department	No. of Respondents	Percentage
1	Human Resource	20	25%
2	Accounting	25	31.25%
3	Logistics	15	18.75%
4	Customer Service	15	18.75%
5	Personnel	5	6.25%
	Total	80	100%

Source: Field Survey, 2024

3.4. Method of Data Analysis

Data collected were analysed using descriptive statistics and inferential methods, particularly the Chi-square (χ^2) technique. Descriptive statistics such as frequency tables and percentages were used to summarise responses, while Chi-square was employed to test relationships between variables.

The Chi-square formula used is:

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e} \hspace{6cm} 2$$

Where: χ^2 = Chi-square statistic, f_o = observed frequency, f_e = expected frequency

Expected frequencies were computed using:

$$f_e = \frac{(Row\ table) \times (Coulm\ Table)}{Grand\ Total} \qquad\qquad 3$$

The degree of freedom (d_f) for the test was calculated as:

$$d_f = (r - 1)(c - 1) \qquad\qquad 4$$

Where: r = number of rows, c = number of columns, *Significance level* = 0.05

This analytical approach enabled the researcher to determine whether teamwork has a statistically significant impact on achieving organisational goals at Ecobank Plc. The combination of statistical analysis and structured observation provided a comprehensive view of the role of teamwork in enhancing organisational effectiveness.

4. Results

This section presents and discusses the findings from data collected through questionnaires administered to staff at Ecobank Plc, Eket. The primary objective of the study was to assess the extent to which effective teamwork contributes to the achievement of organisational goals and objectives.

### 4.1. Descriptive Analysis of Departmental Responses

Data were collected from 80 respondents across five departments: Human Resource, Accounting, Logistics, Personnel, and Customer Service. The responses were categorised into those who agreed that effective teamwork improves organisational performance and those who disagreed.

Table 2 Distribution of Responses by Department on Effectiveness of Teamwork

Department	Yes Responses	No Responses	Total
Human Resource	12	3	15
Accounting	10	2	12
Logistics	12	2	14
Personnel	10	2	12
Customer Service	15	10	25
Total	59	21	80

Source: Field Survey, 2024

The data indicate that a significant majority (73.75%) of the respondents affirm that teamwork contributes positively to organisational outcomes. This is a clear indication that teamwork is widely recognised as a fundamental component of productivity and effectiveness.
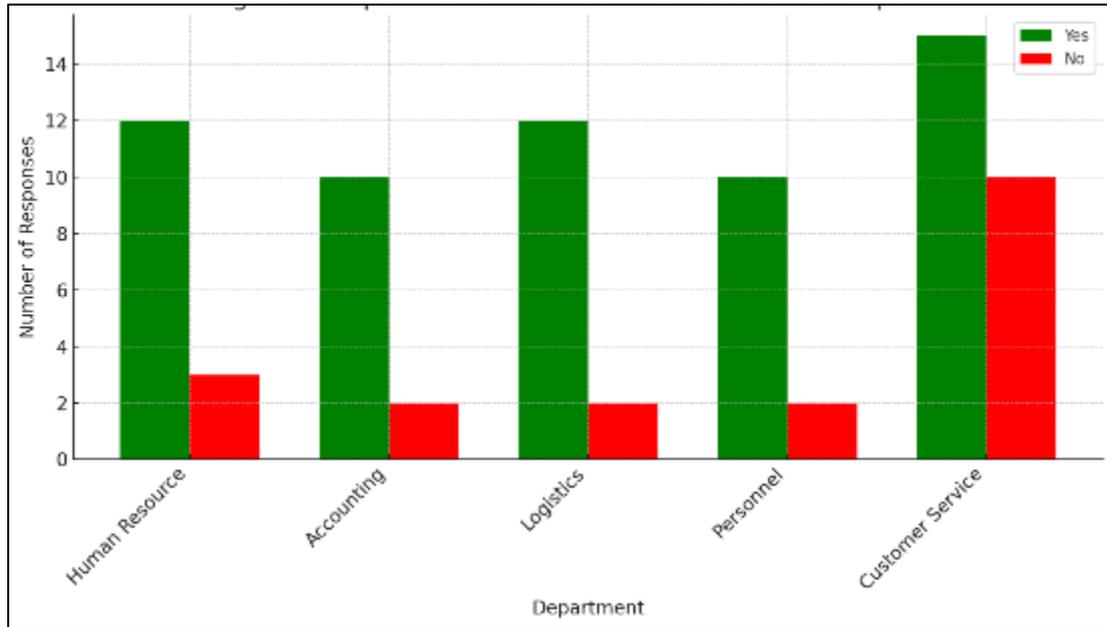
Figure 1 Departmental Breakdown of Yes and No Responses

A clustered bar chart showing yes and no responses for each department highlights greater affirmative responses across most departments except Customer Service, where the margin is narrower, as shown in Figure 1. The graphical representation shows a visible dominance of "Yes" responses across all departments, with Logistics showing the highest support for teamwork, followed by Accounting and Personnel. The Customer Service department had the highest number of "No" responses, suggesting internal issues or challenges unique to that department.

4.2. Summary Statistics

Descriptive statistics were calculated to measure central tendencies and variations in the responses:

Table 3 Summary Statistics for Yes and No Responses

Statistic	Yes Responses	No Responses
Mean	11.8	4.2
Median	12	2
Mode	12	2
Standard Deviation	1.94	3.11

The standard deviation for "No" responses is notably higher than that for "Yes," indicating that opinions opposing teamwork's effectiveness are more varied across departments.

4.3. Chi-Square Test for Hypothesis Testing

The Chi-square test was used to assess whether there was a significant relationship between departmental affiliation and opinion on teamwork effectiveness.

Hypotheses:

H_0: There is no significant relationship between department and perception of teamwork effectiveness.

H_1: There is a significant relationship between department and perception of teamwork effectiveness.

Table 4 Observed vs Expected Frequencies

Department	Observed Yes	Expected Yes	$\dfrac{(f_o - f_e)^2}{f_e}$
Human Resource	12	11.06	0.08
Accounting	10	8.85	0.15
Logistics	12	10.33	0.26
Personnel	10	8.85	0.17
Customer Service	15	19.89	1.20
Total	59	59	1.86

The critical value is 9.488, with a degree of freedom of 4 and a 0.05 level of significance. The calculated Chi-square value (1.86) is less than the critical value. Hence, the null hypothesis is retained, indicating no statistically significant relationship between departmental affiliation and opinion about teamwork effectiveness. This implies a uniform appreciation of teamwork across departments.

4.4. Correlation Analysis

Further analysis was conducted to determine if there was a linear relationship between the number of staff per department and the number of "Yes" responses.

Table 5 Staff Count and Affirmative Responses

Department	Total Staff	Yes Responses
Human Resource	15	12
Accounting	12	10
Logistics	14	12
Personnel	12	10
Customer Service	25	15

A strong positive correlation was observed between department size and support for teamwork, indicating that larger departments tend to rely more on teamwork for their operations. This finding supports the view that the complexity of tasks in larger teams necessitates coordinated efforts.
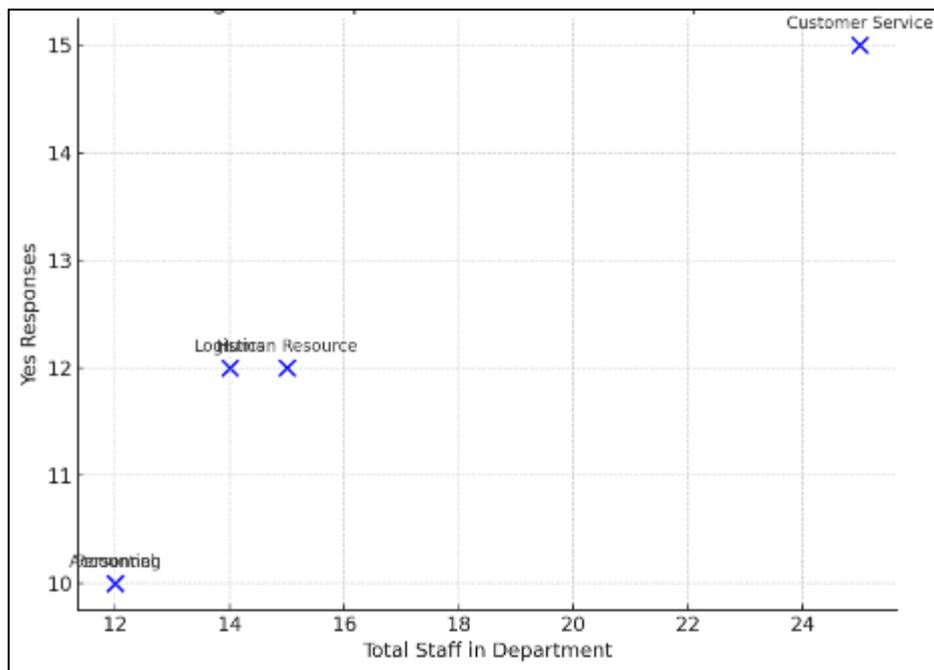
Figure 2 Scatter Plot of Department Size vs. Yes Responses

A scatter plot demonstrating a positive linear trend, indicating that as department size increases, so does the number of Yes responses.

5. Interpretative Discussion

The findings confirm that effective teamwork is widely perceived as essential to the success of organisational objectives at Ecobank Plc, Eket. This consensus was seen in both the statistical analyses and qualitative observations. Departments with a strong teamwork culture reported better coordination, improved morale, and higher productivity.

Some departments, notably Customer Service, expressed concerns that teamwork, although valued, is not always effectively implemented due to unclear role definitions and inconsistent leadership practices. In contrast, departments such as Logistics and Accounting reported well-structured teams with defined tasks and frequent team meetings. These differences underscore the importance of tailored interventions to support teamwork.

Training and leadership development emerged as recurring themes. Respondents from departments with more exposure to teamwork-focused training were more likely to rate teamwork positively. Similarly, units with strong leadership support experienced better coordination, higher morale, and a stronger sense of shared purpose.

Overall, the findings suggest that while teamwork is generally appreciated, its effective implementation requires strong leadership, role clarity, training, and performance recognition. Differences in departmental support for teamwork may not be statistically significant, but practical variations in teamwork success call for targeted managerial action.

These findings demonstrate that teamwork is not merely a theoretical construct but a practical necessity in dynamic organisations like Ecobank. Improving the conditions that support teamwork, through capacity building, resource allocation, and leadership accountability, can yield significant returns in employee satisfaction and organizational effectiveness.

6. Conclusion

This research provides compelling insights into the significant role that teamwork plays in achieving organisational goals within a structured financial institution. The case study of Ecobank Plc, Eket, has allowed for an in-depth analysis of how teamwork influences operational performance, enhances communication, and fosters shared responsibility across various departments. The descriptive analysis of responses demonstrated that the majority of staff across the organisation believe teamwork contributes positively to organisational success. This finding suggests a general

awareness and appreciation of the value of collective effort. Departments such as Logistics and Accounting displayed higher support for teamwork, reflecting perhaps the structured nature of their tasks and the necessity for coordinated efforts. However, the relatively lower agreement in the Customer Service department pointed to underlying operational or managerial challenges that may hinder teamwork implementation. The statistical testing supported these observations. While the Chi-square test showed that perceptions of teamwork effectiveness did not significantly differ across departments, the correlation analysis revealed a positive relationship between department size and the number of staff who valued teamwork. This implies that as teams grow in size and complexity, there is an increasing reliance on teamwork to manage operations effectively. The study identified certain conditions essential for successful teamwork. These include effective leadership, clearly defined roles, open communication, and recognition of individual contributions. Where these factors were present, staff morale and productivity were generally higher. Where they were absent, teamwork was less effective, leading to dissatisfaction or role ambiguity. The study underscores the need for tailored team-building strategies and leadership training, especially in departments where teamwork has not been fully embedded. Uniform organisational policies must be adaptable to the specific needs of each unit to ensure that teamwork does not become a theoretical ideal but a practical tool for achieving goals. This study has demonstrated that teamwork is not merely an abstract concept but a tangible and measurable driver of organisational performance. By combining quantitative analysis with departmental insights, it contributes to existing literature on human resource management while offering practical recommendations for policymakers and managers in the banking sector and beyond.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclsoed.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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