

Open Communication and Teamwork as Predictors of Employee Performance Efficiency among Service Firms in Nigeria

Godspower AKPOYIBO

Email: akpooghenepowerplay@gmail.com

ORCID ID: <https://orcid.org/0000-0001-8992-5322>

Department of Business Administration, Faculty of Management Sciences, Delta State University, P. M.B. 1, Abraka, Nigeria.

ABSTRACT

*Open communication and teamwork constitute vital strategic tools that enable firms to navigate complex industrial challenges and maintain competitive advantage. Open communication fosters trust, confidence, and mutual understanding among employees, while teamwork promotes knowledge sharing, collaboration, and synergy. This study therefore examines the relationship between teamwork, open communication, and employee performance efficiency among selected service firms in Nigeria. A **correlational research design** was employed to analyze how these human resource constructs influence efficiency, productivity, and goal attainment. Data were collected through a validated self-structured questionnaire administered to 208 respondents from selected firms, yielding a Cronbach's alpha reliability coefficient of 0.8333. Both descriptive and inferential statistical analyses were conducted to test the hypotheses. Findings revealed a significant positive relationship between open communication, teamwork, and employee performance efficiency ($r = 0.78, p < 0.05$; $r = 0.54, p < 0.05$), indicating that both independent variables substantially influence the dependent variable. The study recommends that CEOs and managers of service firms cultivate cultures that promote collaboration and open communication to enhance employee productivity and organizational performance. Furthermore, firms should invest in continuous training programs focused on communication and team-building to foster innovation, engagement, and growth.*

Keywords: Teamwork, open communication, employee performance efficiency, collaboration, innovation, service firms, Nigeria.

1. INTRODUCTION

Every business enterprise is founded upon defined missions and objectives. However, in today's highly competitive and dynamic environment, organizations increasingly depend on teamwork and open communication to sustain performance and productivity. Empirical studies have shown that firms emphasizing collaboration and transparent communication experience higher levels of innovation, efficiency, and employee engagement (Rana *et al.* 2024). Teamwork and open communication thus emerge as strategic enablers that propel organizations through industry and operational challenges toward sustainable success. Such success is often realized when employees with diverse skills, knowledge, and expertise collaborate effectively, facilitating the exchange of resources, ideas, and perspectives. In turn, this collaboration nurtures a climate of openness, trust, and inclusion. By cultivating trust and a sense of belonging among employees, organizations can navigate critical challenges while capitalizing on emerging opportunities with enhanced flexibility, creativity, and innovation. This underscores the strategic importance of employee performance to organizational success across industries.

In this regard, Okoh *et al.* (2023) argue that employees represent the most valuable resource of any firm because they direct and optimize the use of other organizational resources, including money, materials, machines, and methods. Similarly, Akpoyibo (2024) emphasizes that employees are indispensable to the functioning of every human-managed economy, and their performance is pivotal to organizational effectiveness and growth. While firms may acquire

abundant physical and material resources, progress remains unattainable without the deliberate and coordinated efforts of their human workforce. Supporting this perspective, Rana *et al.* (2024) affirm that the efficiency and productivity of employees are among the most critical factors sustaining organizational resilience in the face of industry challenges. In summary, open communication and teamwork among employees are strongly correlated with both employee effectiveness and overall firm performance. Teamwork enhances employee outcomes by fostering collaboration, increasing productivity, improving problem-solving capacity, and raising job satisfaction, all of which contribute to more effective organizational results. When employees collaborate objectively and efficiently, teams achieve more in less time than individuals working alone, resulting in superior outputs and faster task completion. Just as the role of government is significant to cultivating an enabling climate for new business (Akpoyibo, 2026b), so a teamwork is to employee effectiveness. This was supported by Rana, Dubey, & Sharma (2024), they posited that teamwork is one of the most crucial elements in strengthening worker effectiveness within organizational contexts. Empirical evidence also demonstrates that collaborative efforts generate superior results compared to individual endeavors (Rana, Dubey, & Sharma, 2024). Teamwork enable employee to receive priority attention to individual concerns. This collaborate the view of Akpoyibo (2026d) though in another facet. He posited that an attempt by trainers to organize training programs for entrepreneurs, either new or stale, the needs of the participants (trainees) should be given top priority.

In today's highly competitive business environment, organizations contend with intense rivalry. This often shifts attention toward individual achievements, yet it is increasingly recognized that collective effort, manifested through teamwork, significantly influences employee performance (Rana, Dubey, & Sharma, 2024). Open communication complements teamwork by enabling organizations to identify and address potential errors or critical challenges early, thereby preventing workflow disruptions and operational bottlenecks. Supporting this view, Orangefiery (2020) underscores the importance of open and transparent communication, reporting that U.S. employees actively demand strategies promoting openness and clarity in organizational communication. Similarly, Rana, Dubey, & Sharma (2024), along with Schnackenberg and Tomlinson (2016), conceptualize openness or transparency as the perceived quality of information disclosure, including clarity, timeliness, and accuracy. They emphasize that transparent communication builds trust, which encourages employees to participate, collaborate, and engage more effectively when they feel informed, included, and valued. Ultimately, fostering an atmosphere of openness not only strengthens interpersonal trust but also enhances decision-making processes and promotes stronger organizational cohesion.

Effective teamwork and open communication ensure that organizational resources are utilized efficiently and productively, thereby maximizing overall performance and productivity. By fostering a collaborative atmosphere, employees are able to share innovative ideas, information, knowledge resources, and diverse perspectives, which in turn facilitates the development of creative solutions and enhances problem-solving capabilities. This synergistic dynamic not only improves work quality but also strengthens morale, engagement, and job satisfaction among team members. A positive workplace environment, built on collaboration and transparency, encourages employees to take ownership of their responsibilities, leading to heightened accountability, motivation, and commitment to corporate goals and objectives. Consequently, firms achieve higher levels of effectiveness and are better positioned to adapt swiftly to emerging global developments and workplace dynamics. Despite the growing emphasis on collaborative work practices and transparent communication across industries worldwide, many service firms in Nigeria continue to face inefficiencies and performance gaps. Persistent suboptimal productivity and employee effectiveness raise critical concerns regarding the extent to which teamwork and internal communication mechanisms contribute to or undermine organizational performance.

Against this backdrop, the present study investigates the impact of open communication and teamwork on the performance efficiency of service firms in Nigeria. Specifically, it examines the

relationship between these two factors and the performance outcomes of selected firms. By focusing on the Nigerian service sector, this research provides valuable insights into how performance can be improved through the systematic optimization of teamwork and communication practices. This study is structured as follows. **Section 2** presents a review of related literature, examining the nexus between the independent variables—teamwork and open communication—and the dependent variable, employee performance. **Section 3** outlines the research methodology, including data sources, variables employed, and the model specification. **Section 4** provides the interpretation and discussion of the empirical results. Finally, **Section 5** is devoted to the conclusion, recommendations, limitations, and suggestions for future research.

Objective of the study

The researcher's general objective is to assess the correlation between teamwork and open communication on employee optimum goal delivery among selected servicing firms in Nigeria. While the specific objectives are to:

- (i). Determine whether teamwork has a significant influence on employee performance efficiency. That's to ascertain whether TW facilitates or propels employees to be efficient/effective in duty performance.*
- (ii). Investigate whether open communication contributes to employee performance efficiency. That's to ascertain whether OC facilitates or propels employees to be efficient/effective in duty performance.*

Statements of Hypotheses

The following hypotheses would be used in reaching a conclusion on the significance of the relationship of the variables investigated.

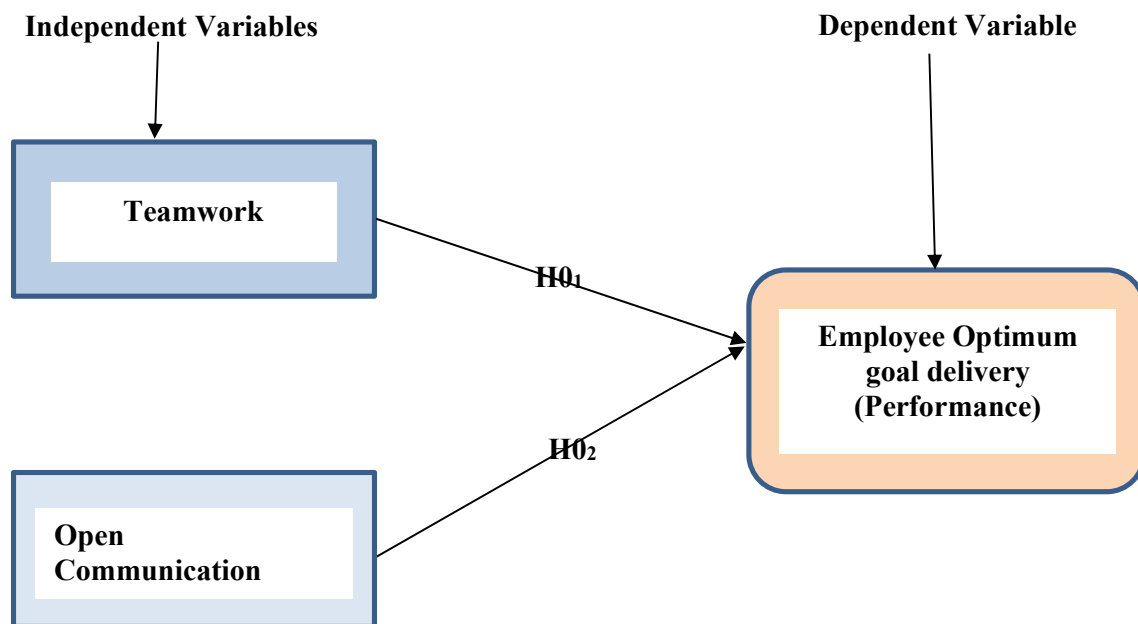
H₀₁: Teamwork has no positive and significant correlation with employee optimum goal delivery. That's TW doesn't contribute to employee performance efficiency.

H₀₁: Teamwork has a positive and significant correlation with employee optimum goal delivery. That's TW contributes to employee performance efficiency.

H₀₂: Open communication has no positive and significant effect on employee optimum goal delivery. That's OC doesn't contribute to employee performance efficiency.

H₀₂: Open communication has a positive and significant effect on employee optimum goal delivery. That's OC, contributing to employee performance efficiency.

2. REVIEW OF RELATED LITERATURE AND CONCEPTUAL FRAMEWORK



Source: Author's Conceptualization (2026).

Conceptual model underpinnings: The above conceptual model lucidly indicated that employee performance efficiency in the servicing sector of Nigeria is a direct function of human resource management practices of teamwork and open communication.

Employee Performance Efficiency

Employee

A cursory examination of the concept of an **employee** reveals that it refers to an individual engaged by an enterprise or organization to perform designated tasks in exchange for compensation, typically in the form of wages, allowances, or a salary. The duties and responsibilities of employees are vital to the overall functioning and performance of any organization, as they are accountable for executing activities and tasks that directly contribute to the attainment of organizational goals and objectives in both the short and long term (Akpoiyibo *et al.*, 2022; Multiplier, 2025). From this viewpoint, we can view employees as an organization's lifeblood, their roles crucial to its growth, effectiveness, and survival. In recognition of their importance, organizations must invest in employee development and create a supportive work environment. This not only enhances job satisfaction but also fosters loyalty and drives productivity, ultimately benefiting the organization as a whole.

Performance

Wibowo (2011) defines performance as the outcome or accomplishment of an individual's work in terms of effectiveness. Similarly, Riani (2013) describes performance as the level of efficiency or productivity of an employee, assessed through task-related outcomes and behaviors, often in comparison with colleagues. From these perspectives, performance can be reliably inferred to represent the degree of success with which employees execute their designated duties and responsibilities. A variety of factors influence employee performance, including teamwork and knowledge sharing, transparent communication, individual ability, and the nature and environment of work. Employee performance is critical to organizational survival, as employees are responsible for steering and optimizing the use of other resources within the enterprise. Scholars have conceptualized employee performance in different ways. Most scholars

of contemporary literature see performance as the combined impact of both organizational processes and individual contributions. In broader literature, employee performance is often understood as the measurable outcomes achieved by employees in fulfilling the duties and expectations assigned to them. This positions performance not only as an indicator of individual productivity but also as a reflection of organizational effectiveness. In related studies Uford (2017) and Etim and Uford (2019) measured employee performance with employee brand knowledge, role clarity and employee commitment.

Interplay of Open Communication and Teamwork

Open communication is a fundamental component of every organization, serving as a cornerstone of a healthy and well-structured workplace culture. It entails creating an environment in which information, opinions, and innovative ideas are freely shared among team members, feedback is encouraged, and individuals feel accepted and comfortable expressing their perspectives. Such an environment enhances overall team performance and fosters cohesion among members. Teamwork, on the other hand, refers to the collaborative condition in which employees work collectively to achieve a shared vision, goal, or objective. At its core, teamwork represents the cooperative effort of interdependent individuals working together to accomplish common organizational aims. The synergistic relationship between open communication and teamwork is therefore critical for enhancing employee effectiveness and performance efficiency. When transparent communication channels are established, team members are able to share innovative ideas, contribute valuable insights, provide constructive feedback, and collaborate seamlessly. This environment promotes active engagement, nurtures confidence and trust, and ensures that all members remain strategically aligned with organizational objectives (Ntombizandile *et al.*, 2022).

Open Communication and Employee Performance: The Nexus

According to Fatima *et al.* (2023), communication is a fundamental tool for organizational effectiveness and growth. The central goal of any enterprise, however, is to achieve operational success and maintain business stability. To accomplish this objective, managers and chief executives must recognize the centrality of employee performance, giving priority to organizational factors that enhance concentration, motivation, and stability in employees' work (Akpoyibo, 2024). Among these factors, open communication plays a crucial role in stimulating employee performance in the workplace. Nurwinda *et al.* (2023) argue that for organizations to remain competitive in an increasingly dynamic labor market, understanding employees' sentiments and perceptions regarding the nature of their work is essential. Enterprises that communicate clearly, manage employee expectations, foster confidence and trust, and invest in skill development are more likely to remain resilient and adaptive to changing circumstances. Furthermore, open communication among team members facilitates timely conflict resolution, mitigates role conflicts and ambiguities, and prevents misunderstandings from escalating into major workplace crises. It also promotes continuous feedback, which is vital for guiding employees toward the achievement of organizational goals. Timely feedback not only enhances work effectiveness but also strengthens motivation, engagement, satisfaction, and commitment (Nurwinda *et al.*, 2023). Engaged employees are more productive and contribute positively to the organizational culture (Akpoyibo, 2024). From another perspective, Akpoyibo (2026a) argued that organizational effectiveness is shaped by the dynamic interplay of multiple workplace factors, particularly employee productivity, organizational culture, and leadership style. According to the author, these organizational variables interact synergistically to influence the extent to which an organization achieves its strategic objectives and sustains long-term performance.

Empirical evidence further reinforces these assertions. Akpoyibo and Isaac (2021), in their study of open communication and other HRM practices, found a significant positive effect of open communication on employee commitment ($p = 0.037$; $F\text{-ratio} = 4.43$). These findings are

corroborated by Chandranshi & Gloholamreza (2022), Chand (2014), & Green (2006), who collectively demonstrate that open communication fosters workforce commitment. Collectively, these studies underscore that transparent communication between employers and employees enhances organizational loyalty, effectiveness, and productivity. Consequently, enterprises seeking to improve employee effectiveness should prioritize open and transparent communication strategies as a core component of their HRM practices.

Teamwork and Employee Performance: The Nexus

Megawati & Supriyatin (2019) describe teamwork as an activity managed and carried out by a group of individuals within an organization. Its primary role is to support managers and employees in making decisions that align with organizational goals, thereby serving as a suitable mechanism for enhancing organizational performance. Competence also plays a critical role in employee performance, as employees must possess the requisite knowledge and skills to perform their duties effectively and achieve optimal outcomes (Puji, Nugroho, & Irmawati, 2020). Akpoyibo (2025) posits that teamwork (TW) has a positive relationship with employee performance efficiency. His study reported a t-value of 3.39 with a corresponding p-value of 0.000, clearly indicating a significant correlation between teamwork and employee performance. In essence, teamwork contributes substantially to employees' ability to deliver and attain organizational goals. This relationship highlights that teamwork and employee effectiveness are interlinked and central to enterprise performance and competitiveness. When employees collaborate objectively and engage in the cross-fertilization of ideas, they achieve higher levels of efficiency, productivity, creativity, and innovation. Such synergistic collaboration not only enhances individual performance but also cultivates a positive and motivated work environment that promotes continuous improvement. Across both manufacturing and service-oriented industries, human resources have increasingly been recognized as critical strategic assets capable of influencing organizational success and long-term sustainability (Akpoyibo, 2026c).

Teamwork is fundamentally rooted in shared collaboration and mutual support, which strengthen efficiency and goal achievement. Studies have consistently shown that organizations that prioritize teamwork enjoy improved productivity, competitiveness, and employee job satisfaction. Abdulle & Aydintan (2019) assert that teamwork exerts a substantial positive influence on employee effectiveness, and global organizations increasingly recognize its value in generating superior outcomes. Similarly, Khan & Mashikhi (2017) found that teamwork significantly influences employee effectiveness in the banking sector. Their findings corroborate earlier research by Okoh *et al.* (2023), Manzoor *et al.* (2011), Kemanci (2018), & Hartenian (2003), further underscoring the pivotal role of teamwork in enhancing employee performance efficiency and overall organizational effectiveness. Agarwal & Adjirackor (2016) emphasize that organizations can enhance employee performance by strengthening the capacity of team members, which in turn improves overall efficiency and effectiveness. This creates a positive feedback loop in which enhanced team capacity not only elevates individual performance but also contributes significantly to organizational success. Similarly, Wijarangga *et al.* (2024) observe that teamwork fosters synergy among members and drives higher productivity. Yusuf (2023) found a significant influence of teamwork on employee performance efficiency, while Mailani (2023) confirmed the value of team collaboration in enhancing performance. Cargo (2024) further supports these findings by demonstrating that teamwork enhances employee effectiveness, efficiency, and outcomes.

In line with these perspectives, Fortuna and Mayori (2022), Devi (2022), Phina *et al.* (2018), and Abdulle & Aydintan (2019) independently established that teamwork exerts a positive and significant influence on employee performance. Collectively, these studies reinforce the notion that by prioritizing collaboration and team development, organizations can leverage the strengths and capabilities of their workforce. This, in turn, results in a more productive, committed, and engaged employee base, thereby contributing to long-term organizational competitiveness and sustainability.

Empirical Review

Several studies have lucidly x-rayed the concept of OP and TW. For instance, in a study by Nurwinda, Chalid, Muh, Zainal, & Tenri (2023), the effect of work communication and teamwork on employee performance was reviewed. The study employed a quantitative approach, specifically utilizing quantitative research methods. According to the authors, this method focuses on generating objective and statistically measurable results, enabling researchers to make generalizations and predictions based on the collected data using quantitative research methods. The study explored the relationship between OC, TW, and employee effectiveness to ascertain their joint effect on the firm's effectiveness. Additionally, prior literatures were reviewed, and obstacles juxtaposing the proper alignment of these HRMPs were examined. Quantitative data was used for the study, with a sample size of 45 respondents. The data obtained was analyzed by means of NT (one-sample Kolmogorov-Smirnov test), multicollinearity test, PT (t-test), ST (f-test), and coefficient of determination. The findings revealed that both OP and TW had a significantly positive impact on employee effectiveness. The f-statistic value of 34.965 surpassed the f-table value of 3.23, with a remarkably low significance value of 0.000. This statistical result affirms the robust and meaningful impact of effective work communication and collaborative teamwork on enhancing employee performance. The study concluded by recommending that firms that give priority attention to nurturing a culture of OC and TW are more likely to witness enhanced employee motivation, engagement, and satisfaction, ultimately contributing to improved overall enterprise effectiveness.

Anggraini & Ikut (2024) examined the effect of communication and teamwork on employee performance: an empirical study in an Indonesian airport company. The study adopted a quantitative survey research method. Relying on primary data, data for the study were generated via a survey of all workers in the O and S section of the study domain/environment. A simple random sample selection approach was employed to select a total of 52 workers from 112 employees, who thereafter constitute the study sample size. Data gathered for the research were analyzed by means of validity tests, reliability measurements, classical assumptions, and multiple linear regression. The study found that communication and teamwork had a positive and significant influence on employee performance efficiency. The results add to the stock of existing literature by providing significant evidence of building synergy, collaboration, and transparent dialogue in the organizational workplace. Therefore, the study concluded that OC and TW showed a significant level of influence on employee performance there; if communication is improved, workers effectiveness will be enhanced. In addition, if teamwork is improved, employee effectiveness will be enhanced as well.

Uzor & Onyemere (2024) investigated the effect of teamwork on employee effectiveness in the Nigerian banking sector. The study adopted the field survey via the application of cross-sectional evaluation, with 200 respondents drawn from the Guaranty Trust Bank in Lagos Mainland, Nigeria, as a sample frame of the study. Data were generated through the use of a structured and validated questionnaire. The statistical techniques used to analyze the obtained primary data and hypothesis testing include the mean and standard deviation and SPSS software version 16.0. The findings indicated clearly that it exerts an ideal level of influence over employee performance. That's TW plays a vital role in fostering employee-improved performance efficiency and overall organizational productivity. The study recommended, among other things, that board members, CEOs, and the management team of GTB Plc. should organize constant/regular team-building/development activities and engagement to foster stronger and better employee interpersonal connections, enhancing confidence, trust, and collaboration.

Bawantu & Suwandana (2024) assessed the influence of organizational communication on employee effectiveness. The study was crafted to find out how organizational communication influences employee performance. The research method adopted for this study was the quantitative descriptive analysis; 61 respondents constitute the study sample frame; the instrument for data collection was a structured questionnaire;

and the data gathered were analyzed by means of CA Test, NT, MT, HT, and Path Analysis, and the outcome revealed that enterprise communication had a significant and positive influence on employee performance in the studied organization. And the study concluded that if organizations improve their mode of dialogue, it will have a multiplier effect on employee effectiveness going forward. This study's findings were supported by Ong (2019), Ufuofu-Biri & Ayewumi (2022), Oche (2020), Elegbe & Simon (2021), & Jemima & Konya (2021).

3. METHODOLOGY

This study was designed to examine the relationship between open communication (OC) and teamwork (TW) and their respective impact on employees' goal attainment efficiency. Specifically, it sought to determine whether OC and TW contribute to or enhance employee performance efficiency. To achieve this objective, the study adopted a quantitative correlational research design. This approach was considered appropriate because it enabled the researcher to collect relevant quantitative data from the study respondents. Primary data were obtained through a 15-item questionnaire developed to capture information on the influence of TW and OC on employee performance efficiency. The instrument was structured on a five-point Likert scale. A total of 208 respondents were randomly selected, and questionnaires were administered to them. Of these, 194 were returned and deemed usable, while 14 were excluded due to issues such as incomplete responses, unavailability, or mutilation. Prior to the full administration of the instrument, a pilot test was conducted using Cronbach's Alpha to assess its internal consistency. This procedure was essential to ensure the reliability of the measurement items. As shown in Table 1, the instrument contained 15 items, comprising five questions on respondents' demographic characteristics and ten items specifically designed to elicit responses on TW, OC, and employee goal attainment. The Cronbach's Alpha coefficient obtained was 0.8333, which exceeds the commonly accepted threshold of 0.70. This result indicates that the instrument demonstrated a high level of internal reliability and consistency.

Test for Internal Consistency

Table 1: Test for Internal Consistency

Diagnostics	Stat.
Ave. Interterm Cov.	
No of Scaled Items	15
Reliability Coefficient	8333

Source: Field Survey, 2025.

Table 2: Demographic Variables of Respondents

S/N	Variables	Categories	Frequency(N=194)	(%)
1.	Gender	Male	115	59.28%
		Female	79	40.72%
		Total	194	100.0%
2.	Marital Status	Married	184	94.85%
		Single	8	4.12%
		Others	2	1.03%
		Total	194	100%
3.	Age Range	18-35years	40	20.62%
		36-45years	100	51.55%

4.	Work Status	46-55years	32	16.49%
		56years and above	22	11.34%
		Total	194	100%
		Full-time status	138	71.13%
		Part-time status	47	24.23%
5.	Work-years of Exp.	Ad-hoc/ Contract status	9	4.64%
		Total	194	100%
		1-5years	48	24.74%
		6-10years	56	28.87%
		11-15years	36	18.56%
		16-20years	32	16.49%
		21years and above	22	11.34%
		Total	194	100%

Source: Field Survey, 2025.

Table 2 presents the demographic characteristics of the respondents. The results show that 115 (59.28%) were male, while 79 (40.72%) were female. With respect to age distribution, 40 respondents (20.62%) were within the 18–35 years category, 100 (51.55%) were aged 36–45 years, 32 (16.49%) fell within 46–55 years, and 22 (11.34%) were aged 56 years and above. Regarding marital status, the majority of respondents were married, accounting for 184 (94.85%), while 8 (4.12%) were single. A small number, 2 respondents (1.03%), fell into the “other” category, which included separated, divorced, or cohabiting individuals. In terms of employment status, 138 respondents (71.13%) were engaged in full-time employment, whereas 47 (24.23%) were part-time employees, and 9 (4.64%) were on contract or ad-hoc appointments. Considering years of experience in the firm, 56 respondents (28.87%) reported between 6–10 years, followed by 48 (24.74%) with 1–5 years, and 30 (18.56%) with 11–15 years of service. Additionally, 32 (16.49%) had between 16–20 years of experience, while 22 (11.34%) had worked for 21 years or more in the service industry. Overall, the demographic profile indicates that the Nigerian service industry workforce is predominantly male, married, relatively young, and largely engaged in full-time employment. This composition suggests that the sector possesses considerable capacity and human resource potential to sustain competitiveness relative to industries that may lack such demographic strengths.

Model Specification

$$\text{Employee Optimum goal delivery} = f(\text{HRM Practices}) \quad \text{eq. 1}$$

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

Model 1

$$\text{EmpPerE} = f(\text{OpenCom}) \quad \text{eq.2}$$

$$\text{EmpPerE} = \alpha_0 + \beta_1 \text{OpenCom} + \mu_t \quad \text{eq.3}$$

Model 2

$$\text{EmpPerE} = f(\text{TeamWk}) \quad \text{eq.4}$$

$$\text{EmpPerE} = \alpha_0 + \beta_1 \text{TeamWk} + \mu_t \quad \text{eq.5}$$

Variable Description

<i>EmpPerE</i>	=	Employee Performance Efficiency
<i>OpenCom</i>	=	Open Communication
<i>TeamWk</i>	=	Teamwork
α_0, β_1	=	Regression coefficients of the model
μ_t	=	Error term.

4. TEST OF HYPOTHESES AND DISCUSSION

Test of Hypotheses I: H_{01} : Teamwork has no positive and significant relationship with employee performance efficiency. That's, teamwork doesn't contribute to employee performance efficiency.

Table 3: Model Summary for Test of Hypothesis One

EmpOGD	Coeff.	Std.Err.	T	P> t	Decision
TeamWk	0.3876	0.0877	3.49	0.000	Reject
_CONS	2.3318	0.3205	7.38	0.000	
Obs.	194				
F(1, 192)	10.65				
Prob > F	0.0019				
R-Squared (R ²)	0.7867				
Adj. R ²	0.6663				

Source: Field Survey, 2025.

Hypothesis 1 was tested by evaluating the effect of teamwork on employee goal attainment in the selected service firms in Nigeria, specifically to determine whether teamwork contributes to employee performance efficiency. Table 3 presents the results of this analysis. The findings indicate that the t-value for teamwork (TeamWk) was 3.47 with a corresponding p-value of 0.000. This result demonstrates that teamwork has a positive and statistically significant relationship with employee goal attainment, suggesting that teamwork maximally enhances performance efficiency and employees' ability to deliver on organizational objectives. The model produced an adjusted R² of 0.6663, indicating that the explanatory variable accounts for approximately 66% of the variation in employee effectiveness in goal delivery across the sampled firms. The corresponding R² value was 0.78, with a standard error of 0.0877. These values affirm that the model is robust and that the regression results can be considered reliable for decision-making. Furthermore, the F-calculated value of 10.65 with an associated p-value of 0.0019 confirms the overall significance of the model. Based on these results, the null hypothesis is rejected. The findings align with and reinforce the conclusions of earlier studies (Uzor & Onyemere, 2024; Ndekile et al., 2024; Mohammad & Shahid, 2017), which similarly established that teamwork significantly improves employee performance efficiency.

Test of Hypotheses II: H_{02} : Open communication has no positive and significant effect on employee performance efficiency. That's, open communication doesn't contribute to employee performance efficiency.

Table 4: Model Summary for Test of Hypothesis Two

EmpOGD	Coeff.	Std.Err.	T	P> t	Decision
OpenCom	0.1438	0.3276	3.85	0.001	Reject
_CONS	2.8868	0.3626	7.96	0.000	
Obs.	194				
F(1, 192)	10.77				
Prob > F	0.0001				
R-Squared (R ²)	0.5413				
Adj. R ²	0.6309				

Source: Field Survey, 2025.

In this research, Hypothesis 2 was tested by evaluating the correlation between open communication and employee optimum goal delivery. Table 4 published the results of the test of

the hypothesis. As shown above, the t-value obtained for open communication (*OpenCom*) is 3.85 with a plausible p-value of 0.001. This outcome indicates a positive and significant correlation between open communication and employee optimum goal delivery. In other words, open communication has a positive and significant effect on employee optimum goal delivery level in the selected study domain. Given an adjusted R^2 of 0.6309, it's an indication that the construct (open communication) accounts for 63% of variations in the level of employee performance in goal delivery with a corresponding R^2 value of 0.54%, while the value of the standard error stood at 0.3276, which shows that the model developed in the test of hypothesis alongside the regression analysis is very precise and reliable. Also, 10.77 and 0.0001 are the contents of the study *F-cal* for the overall model and for the corresponding p-value, respectively. Given this outcome, the null hypothesis is therefore rejected. The finding corroborates the results of prior studies; see Fatima, Abdullahi, & Abubakar (2023) and Akpoyibo & Isaac (2021).

Summary of Correlation Analysis Results

Results from the research analysis revealed a strong and significant positive nexus between TW and performance efficiency ($r = 0.78$, $p\ 0.000 < 0.05$) and OC and employee PE ($r = 0.54$, $p\ 0.0001 < 0.05$). The apparent joint influence of TW and OC significantly impacts a firm's efficiency and effectiveness. Indeed, the aim of this correlational evaluation is to provide sterling empirical proof (evidence) on the effect of OC and TW on worker performance efficiency in the study domain. We expect the results to support and contribute to academic literature, practical administration, and management policies and strategies in the Nigerian service sector.

Implications of Results

Findings of the study highlight the necessity for servicing firms to commit appreciable levels of resources to investment in synergistic and collaborative work climates and fair communication strategies to upscale and maximize workers capabilities and the firm's effectiveness. OC practice promotes trust, confidence, and a sense of acceptance among employees, while TW fosters knowledge resource sharing, etc., leading to enhanced innovation and creativity for the benefit of both workers and organizations as well. That's the more formidable and transparent organization's team members and communication channels become, the more impact it would have on workers performance and firm efficiency as well. In other words, investing in and encouraging robust communication structures and collaborative climates can significantly propel both individual and collective success and growth. By prioritizing these factors, enterprises position themselves to respond to and/or adapt quickly to challenging situations and capitalize on opportunities in an ever-changing business environment.

5. CONCLUDING REMARKS

Conclusion

This study assessed the impact of TW and OC on employee performance efficiency among selected servicing firms in Nigeria. While this study agrees that previous studies have established the significance of up scaling employee performance efficiency and factors that contribute to such optimum goal delivery in the organization, the quest to holistically understand the correlation between TW and OC and employee performance potential and provide empirical backing therefore prompted this present study. By relying on primary data gathered via the deployment of a questionnaire, information was generated from 194 respondents and analyzed by relevant statistical techniques. The postulated hypotheses were examined at a 5% significant level via the F-statistics. As a result of the outcome generated from the study, the null hypotheses were rejected, resulting in an inference that the study's independent variables (teamwork and open communication) have a positive influence on the dependent variable (employee performance efficiency). That's to say, TW and OC foster a high level of employee performance, commitment, and motivation. It leads to a wide range of acceptance, trust, and confidence among

employees and promotes innovation, creativity, effective knowledge resource sharing, and building a lasting workforce.

Recommendations

The outcome/result of this study confirmed that TW and OC significantly contribute to employee goal delivery in servicing firms. They showed strong positive correlations. On the basis of these findings, the study recommends, among other things, that firms should give priority attention to team-building activities, foster enhanced internal communication systems, and provide training and development programs to further boost interpersonal synergy, knowledge-sharing, and collaborative skills among workers in the workplace.

Limitations and Suggestions for Future Study

To further broaden the body of literature, the study suggested that further research can assess and explore industry-specific dynamics and carry out longitudinal evaluations to measure the long-term effect of TW and OC on employee performance efficiency, productivity, and its corresponding impact on overall organizational productivity and effectiveness. Additionally, this research is limited to selected firms in the servicing industry in Nigeria; as such, it may affect the generalizability of results. Therefore, future research should be conducted to expand the scope to integrate other sectors and/or geographical locations.

Abbreviations

TW -Teamwork
OC -Open communication
HRMPs -Human Resource Management Practices
NT -Normality Test
PT -Partial Test (t-test)
ST -Simultaneous Test (f-test)
O and S -Operations and Services section
CA -Classic Assumption Test
NT -Normality Terst
MT -Multicollinerarity Terst
HT -Herteroscerdasticity Terst
PE -Performance Efficiency

References

- Adbulle, A., & Aydintan, B. (2019). The effect of teamwork on employee performance in some selected private banks in mogadishu-somalia. *İşletme Araştırmaları Dergisi*, 11(3), 1589-1598.
- Akpoyibo, G. (2026a). Employee Performance Evaluation Feedback and Organizational Performance Outcomes: A Bivariate Analysis of NGX-Listed and Non-Listed Firms in Nigeria. *AKSU Journal of Management Sciences (AKSUJOMAS)*, Volume 11, Issue 2 (March – April 2026) ISSN: 77753348.
- Akpoyibo, G. (2026b). [The Entrepreneurial Ecosystem as a Determinant of Entrepreneurial Mindset and Corporate Performance in the Western States of Nigeria](#). *Jurnal Transparansi Publik (JTP)*, Vol.,6, Issue 1, 12-19.

- Akpoyibo, G. (2026c). [Examining the Interplay between On-the-Job and Off-the-Job Training and Employee Productivity in Private Transportation Service Firms in Edo State, Nigeria.](#) *AKSU Journal of Management Sciences (AKSUJOMAS)*, Volume 11, Issue 3 (May– June 2026) ISSN: 77753348.aksujomas.org.ng.
- Akpoyibo, G. (2025). A Correlational Assessment of the Impact of Teamwork on Employee Optimum Goal Delivery among Selected Manufacturing Firms in Nigeria. *DELSU Journal of management Sciences (DELJOMS)*, Vol.7, (1).
- Akpoyibo, G. (2024a). An appraisal of the effect of recruitment and selection and employment security on employees' performance intentions of LEADWAY Assurance Company. *Journal of Advances in Humanities and Social Sciences JAHSS*, 10(1): 1-9.
- Akpoyibo, G. (2024b). The Relevance of Training, Development, and Participation in Employee Commitment: Empirical Evidence from Delta State Civil Service Commission. *Abraka Journal of Humanities, Law & Social Sciences*, Volume 1, No. 2, October, 2024.
- Akpoyibo, G., Tarurhor, E.M., & Isaac, A.P. (2022). Organizational Best Practices and Employee Job Commitment in Nigeria: An Empirical Investigation. *European Journal of Business and Management*, 13(20):84-94. DOI: 10.7176/EJBM/13-20-10.
- Akpoyibo, G., & Isaac, A. P. (2021). Quality of work life and Employee Commitment: A study of Selected Mobile Telecommunications Firms in Delta State, Nigeria. *Journal of Contemporary Issues in Accounting (JOCIA) Vol.1* (1), 128-146.
- Akpoyibo, G. (2026d). [Assessing the Nexus between Entrepreneurial Training and Organizational Effectiveness: Evidence from Small and Medium Enterprises in Edo State, Southern-Nigeria.](#) *Modibbo Adama International Journal of Management and Social Sciences*, Vol., 1 Issue1, Pg.: 165-179.
- Al Salman, W., & Hassan Z. (2016) "Impact of Teamwork on Employee performance". *IJAMB International Journal*. Vol 4 (No 1), April, 2016.
- Anggraini, A. N., & Ikut, C. I. (2024). Investigating the Effect Of Communication and Teamwork on Employee Performance: An Empirical Study in Indonesia Airport Company. *Untag Business and Accounting Review*, 3(2), 39-45.
- Bawantu, A. A. G. W. W., & Suwandana, I. G. M. (2024).** The influence of organizational communication on employee performance mediated by employee job satisfaction at the Denpasar City Health Office. *International Journal of Economics and Management Sciences*, 1(4), 25–41. <https://doi.org/10.61132/ijems.v1i3.212>
- Chand, C. (2014). Quality of work life perspectives: meaning and definition. *South African Business Journal*, 1 (1), 1-12.
- Chandrashi, S., & Gholamreza, B. C. (2012). A construct of quality of work life: *A perspective of information and technology professionals*. Malaysia: University Putra.
- Devi, N. K., Tewal, B. and Uhing, Y. (2022). Pengaruh Kerjasama Tim, Kreativitas Dan Integritas Terhadap Kinerja Karyawan Di PT. Pegadaian (Persero) Kantor Wilayah V Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 10(2): 632.
- Elegbe, O., & Simon, A. D. (2021).** Influence of internal corporate communication on employee's job performance improvement. *Journal of Management and Social Sciences*,

10(3).

- Etim, G. S. & Uford, I. C. (2019). Measuring the Contributions of Sources of Employee-Based Brand Equity to the Market Performance of Deposit Money Banks in Nigeria. *Business and Management Studies*, 5(2), 21-33.
- Fatima, J., Abdullahi, I., & Abubakar, B. (2023). An Assessment of the Effect of Communication on Employees' Performance of Fazim Global Concept in Gombe Metropolis. *Creative Business Research Journal*. Vol. 3, Number 2, 3(2):156-163.
- Fortuna, J., and Mayori, E. (2022). Pengaruh Kerjasama Tim, Beban kerja Dan Disiplin Kerja terhadap Kinerja Pegawai Dinas Pengendalian Penduduk Dan Keluarga Berencana Kabupaten Ponorogo. Tesis. Universitas Muhammadiyah Ponorogo.
- Green, F. (2006). *Demanding work: the paradox of job quality in the affluent economy*. Princeton University Press.
- Jemima, V., & Konya, K. T. (2021).** Organizational communication and employee performance optimization of deposit money banks in Rivers State, Nigeria. *The Strategic Journal of Business & Change Management*, 8(2), 1–9. fountainjournals.com+5.
- Mailani. (2023). The Influence of Teamwork on Employee Performance in the Fire Department Fire Journal Management.
- Megawati, P. E., & Supriyatin, S. (2019). Pengaruh Motivasi, Stress Kejadian Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 8(8).
- Mohammed & Shahid R. (2017): Effect of Team Work on Employees' Performance (The Empirical Assessment of bank sector, Afghanistan). *International Journal for Innovative Research in Multidisciplinary Field* ISSN – 2455-0620 3(1), 20-27.
- Multiplier (2025). Global Work Glossary.
- Ndekile, P. C., Ugwuanyi, W., and Okoh, J. (2024). Impact of teamwork on project performance in the Nigerian Construction Industry: A linear Model Approach, *African Banking and Finance Review Journal*, 8(8), 84–102. Retrieved from <http://www.abfrjournal.com/index.php/abfr/article/view/132>.
- Ntombizandile, N. S., Nobubele, P., & Felix, C. (2022). Understanding Effective Communication as a Catalyst for Employee Performance in Selected Municipalities in KZN, SA. *International Research Journal of Economics and Management Studies*, 1(3), 77-86. Doi: 10. 56472/25835238/IRJEMS-V1I2P111.
- Nurwinda, Chalid, I. M., Muh, I. M., Zainal, R., & Tenri, S. P. D. (2023). The Effect of Work Communication and Teamwork Onemployee Performance at the Bontonompo 1 Health Centerof South Bontonompo Sub-District. *Journal of Management, Accounting, General Finance and International Economic Issues (Marginal)*, 2 (3).
- Oche, N. A. (2020).** Organizational communication as a correlate of staff performance in state polytechnic libraries in North Central, Nigeria. *Global Journal of Library and Information Science*, 3(22).
- Okoh, J. I, Majinyawa, A.A, Amahi, F,U & Chukwuto, N (2023). Effect of E-performance appraisal on employee productivity in the financial industry: A study of commercial banks in Maiduguri, Borno Sate. *African Banking and Finance Review Journal*, 2(2), 137-152.

- Ong Choon Her. (2019). Exploring the Impact of Communication on Employer Performance. *International Journal of Latest Technology and Engineering (IJLTE)*, Volume-8 Issue-3S2, October.
- Orangefiery (2020). Leadership communications during COVID- 19: A survey of US organizations. https://web.archive.org/web/20200419054453/https://orangefiery.com/uploads/Orangefiery_COVID19_Leadership_Communications_Research_040320.pdf.
- Phina, O. N., Arinze, A. S., Chidi, O. F., & Chukwuma, E. D. (2018). The effect of teamwork on employee performance: A study of medium scale industries in Anambra State. *International Journal of Contemporary Applied Researches*, 5(2), 174-194.
- Puji Nugroho, A., & Irmawati, I. (2020). Analisis Pengaruh Lingkungan Kerja, Kerjasama Tim dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan di Goro Assalam Hypermart). Universitas Muhammadiyah Surakarta.
- Rana, D. G. ., Dubey, D. ., & Sharma, D. R. (2024). Effect of Teamwork on Employee Performance. *Migration Letters*, 21(S3), 1763–1767. Retrieved from <https://migrationletters.com/index.php/ml/article/view/9566>.
- Riani, A. L. (2013). Manajemen Sumber Daya Manusia Masa Kini.
- Schnackenberg, A. K., & Tomlinson, E. C. (2016). Organizational transparency: A new perspective on management in organization. *Journal of Management*, 42(7), 1784–1810. <https://doi.org/10.1177/0149206314525202>.
- Uford, I. C. (2017). Customer and Employee-based Brand Equity Driving United Bank for Africa's Market Performance (Doctoral dissertation, University of the Witwatersrand, Faculty of Commerce, Law and Management, School of Economic & Business Sciences).
- Ufuophu-Biri, E., & Ayewumi, E. T. (2022).** Influence of organizational communication on employee's job motivation and job performance in the broadcast organizations in Delta State, Nigeria. *Journal of Islamic Economics Management and Business*, 4(1).
- Uzor, K. A., and Onyemere, I. (2024). Investigating the Impact of Teamwork on Employee Performance in Guaranty Trust Bank Plc in Nigeria. *African Banking and Finance Review Journal (ABFRJ) International Open Access Journal* 11 (11). 81-93.
- Wibowo. (2011). Work management. Jakarta: PT. King of Grafindo Persada.
- Wijarangga, G., Lestari, T., & Fitriani, LK (2024). The Influence of Teamwork on Employee Performance. *Journal Revolution Economics and Business*.
- Yusuf, A. (2023). The Influence of Teamwork on Employee Performance in the Administration Bureau Leader Regional Secretariat Province Riau Islands STIE Pembangunan