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THE IMPACT OF TEAM MANAGEMENT ON THE PERFORMANCE OF NIGERIAN CONSTRUCTION COMPANIES: A CASE STUDY OF DANGOTE CEMENT PLC.

CHICHI MERIT OKAFOR
Department of Business and Management Research Institute, University of Bedfordshire, England, United Kingdom.
mzchichiokafor@gmail.com

ABSTRACTS
This study examined the impact of team management on the performance of Nigerian construction companies with a major emphasis on Dangote Cement Plc. Primary data were gathered through the use of a structured questionnaire. The questionnaire was administered to the employees of Dangote Cement Plc. The study adopted the purposive sampling method to draw a sample size of one hundred and thirteen (113) respondents. The data gathered were analysed with a frequency table and percentage. In testing the relevant hypotheses, the ANOVA regression analysis was considered. The result revealed that team trust, team leadership and team communication have a statistically significant connection with the performance of construction companies. Thus, the study recommended that the management of Dangote Cement Plc should be advised that effective team communication increases workflows and productivity among members. Through communication, there is improved problem solving due to the flow of ideas, knowledge and experience.It is also advisable that for there to be an increase in the efficiency and effectiveness rate there is a need for proper alignment of people, processes and resources. More so, for organizations to meet the required stated performance objective, there is a need to appoint experienced leaders that have seasoned expertise at managing teams. This is because, through leadership efforts, other team members are influenced and motivated to give their best efforts to achieve desired results in terms of performance.

Keywords: *Team trust, Team leadership, Team communication, Construction Companies, Performance, Dangote Cement Plc.*

INTRODUCTION

When embarking on a construction project, it is critical to assemble a team that is capable of achieving the project's goals and objectives (Azmy, 2012). The assembled team will undoubtedly require a proper management structure to avoid any potential project mishaps. During the Industrial Revolution, the majority of organisations used a scientific management approach to design available jobs and their organisations (Taylor, 1911). Scientific management helps to analyse workflows which in turn helps to improve economic efficiency and labour productivity (Taylor, 1911). According to Kukreja (2021), team management is a concept that allows a team leader to manage and coordinate a diverse set of team members to deliver a finished project on time and budget.In the construction industry, so many tasks cannot be done alone and as such people or individuals need to come together to discuss, plan, analyse and implement things to arrive at a common goal (Juneja, 2021).

The majority of organisations use team management in their work activities because it helps to increase productivity, promote learning, and improve customer satisfaction. Ostermann (1994) investigated how different organisations used teams to achieve their objectives. More than half of the 700 organisational units investigated used teams, with more than 40% having more than half of their employees working in groups. Teams have become so common in organisations that they are now considered a foundational practice (Mathieu et al., 2008). In another study by Khoshtale and Adeli (2016), they concluded that team effectiveness is important in construction project teams and project performance. The team effectiveness factors identified (team leadership, team goals and objectives, team roles and responsibilities, team relationship, team communication, and trust and values) have an impact on the performance of the construction project, specifically on Project Change Management. To meet today's global competition and expand customer expectations, more organisations are relying on teamwork (Khoshtale and Adeli, 2016).

The nature and the structure of the construction industry are such that will need the concept of team management to achieve a quality construction process (Khoshtale and Adeli, 2016). The construction project is a collaborative venture that involves several different organisations brought together to form ‘‘the construction project team.’’ This team is responsible for the design and construction of the project. The construction project team comprises a team of diverse people and cultural backgrounds which may include; Architects; Designers; Engineers; Contractors; Sub-Contractors. This set of people will need to work together to attend to the needs of an employer or a project. The different phases such as the design, construction and post-construction phase of a construction process are done differently when embarking on a project (Anumba et al. 2002) and for every new project, different and new teams is been set up at intervals to get the best out of the work. The majority of the time, the specialization of individuals determines the level of choice of construction management by the organisation that will carry out the project. Members of the project team are chosen based on the design's technical and financial soundness, as well as the tender sum's competitiveness. Construction teams working toward individually-defined objectives have resulted from a focus on organisations' professional capabilities (Cornick and Mather, 1999). Furthermore, Cornick and Mather (1999), explained in their work while construction companies must input the teamwork factor into their construction activities as it will help more than just individual

As soon as a construction project begins, the organisation will immediately assemble a team of various specialized experts who will be able to manage the project and achieve the project's objectives. With this team being made available, does not mean that the task at hand will not be challenging. However, team management and set-up will help mitigate against every form of challenge that may kill the project. The success of the project is in the hands of the construction organisation as it is necessary for companies to promote, measure, and evaluate their teams' effectiveness at every phase and they also make sure that all materials are made available to the team for smooth and effective job activity. A team with very good effective measurement will help the team produce the right work as required by the organisation. As stated by Cantu (2007), effective measurement in teams is based on the probability that the more effectively a team functions, the more benefits they are likely to realize from the work team structure. This revelation means that team structure and management alone will not help to bring about the success of a project but the measurement of its effectiveness will help create a balance. The effective measurement of teamwork is a good factor to consider when looking at the performance of a team towards a project. The majority of project managers will want to create a high performing team and in doing that, several critical steps should be followed: common interests, goals, and strategies, shared values, individual responsibilities, highly effective collaborations, agreed on behaviours, shared leadership and continual improvement (Spatz, 1998).

A study by Kissi, *et al* (2013) found out that transformational team leadership is a good factor of team performance in a project. Chan *et al* (2011) and Wang *et al* (2015) also found out that effective teamwork will bring about good project performance. However, the majority of researchers still look into the individual work approaches to project instead of teamwork. Some countries have embraced the value embedded in teamwork. Countries like Kenya have encouraged teamwork in every sector across the country and even more specifically in the construction industry. This will in no doubt help to produce a good and standardized environment (Waweru, 2018). Despite all of the previous research that supports the value of teamwork in any organisation, the construction industry still requires some attention and improvement when it comes to teamwork activities, and project managers must understand the importance of teamwork among construction companies and in the construction industry as a whole. However, it is necessary to conduct research that will assist in bringing this enlightenment to fruition, which is the basis of this study. Considering this study will help to give enlightenment to organisations and individuals on how valuable teamwork will be to the construction industry. It will also help to address the curiosity of project and team managers to understand the value team gathering and management will bring to a project and the need to push focus on the subject matter. On this note, this research will seek to answer the following:

i. To examine the linkage between team trust and the performance of Nigerian construction companies.
ii. To ascertain the extent to which team leadership has influenced the performance of Nigerian construction companies.
iii. To determine the connection that exists between team communication and the performance of Nigerian construction companies.

LITERATURE REVIEW

Team Trust and performance

Groups or teams in construction sites or companies are temporary gatherings of workers and include a bunch of differently gifted individuals who are relied upon to work cooperatively on a perplexing errand regularly under time imperatives (Curnin et al, 2015). To strengthen the mindset of a team towards a project it is good that team trust is a reasonable factor to consider (Sanyal and Hisam, 2018). In a study by Rodger and Mickan (2000), they concluded that team trust and team performance have a positive relationship. Trust is a concept that means "reliance on the character, ability, strength, or truth of someone or something." No doubt trust is essential for an effective team which is needed for great performance and it gives members a sense of safety at all times. Team trust enables teamwork and in the construction industry, teamwork leads to teamwork leads to more job satisfaction for the workers of the project (Chan and Tam, 2001). In a work by Webster (2001), it was stated that team members can harness the contribution of teamwork if sound processes and techniques underpin team building and management.

Every team have a manager they can trust in and also the managers of each team should be able to trust the work rate of the team members. This shows that the concept of trust in a team is mutual activity and not a parasitic type of activity. Comfortable feelings and the ability to cooperate among team members are the keys to continuous development and high performance in the workplace. Only when trust becomes an essential principle of the team's foundation can the concept of cooperation be realized. Trust fosters a positive and healthy working environment in which team members can freely discuss and suggest any topic or idea without fear of being judged or criticized (Sanyal and Hisam, 2018). So many times, a team cannot reach the highest level of productivity if the level of trust in that team is not high. That is why trust is such an important factor to consider for a high rate of work performance in a workplace generally (Brownlee, 2019). The following are why trust is important for effective work:

i. **Builds psychology safety:** The number one factor to have been known to have caused organisational success the majority of the time is team trust. A high level of trust is very essential to keeping team members together, making them feel safe, asking questions and helping to boost their self-esteem through constant engagement. "Trust is essentially the predictive understanding of another's behaviour. The link between trust and psychological safety is based on my prediction of your behaviour based on your pattern of behaviour." (Clark, 2020). With members of a team getting the ability to bond well and work with the team will give increase the psychological safety of individuals.
ii. **Creates Goodwill:** Another thing trust does for an organisation is the ability to be able to create goodwill for the firm. A dismantled team when it agrees will witness a lot of misunderstanding which will create less productivity and in turn affect the value created by the firm to the general public.
iii. **Encourages innovation and Rapid decision making:** Team trust is important as it encourages innovation and rapid decision making for organisational growth. Trust in a team helps the team move more quickly in its activities thereby activating a good performance strategy for the team.
iv. **Pushes Individual morale:** Teams that have great trust for each other will trust each other more because they can rely on one another to efficiently carry out their duty. When

individuals have great in people they are working with, it gives them this high level of assurance that the work will come out as planned in all phases.

Leadership and Team management

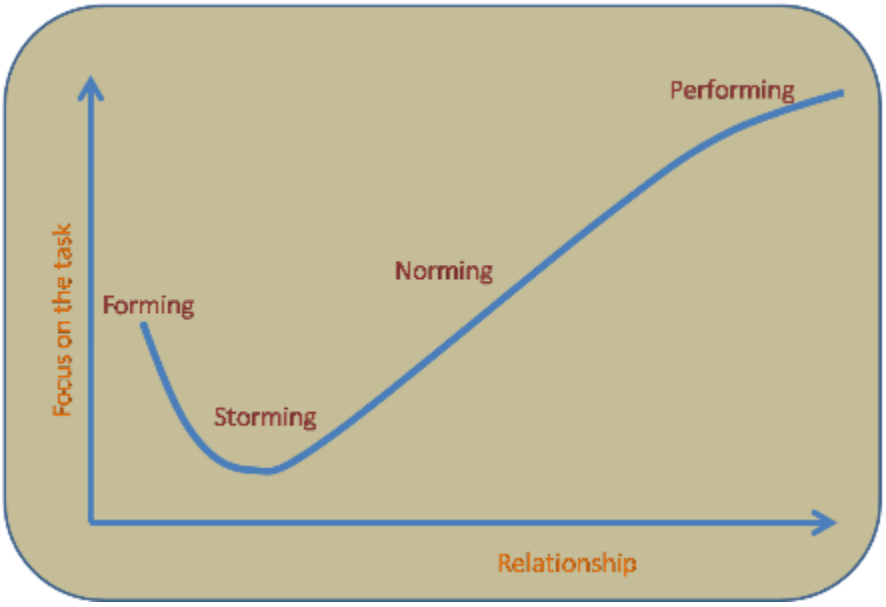
Leadership in the construction industry is very important because the majority of the time, people work in teams in this sector. Construction projects can be very complex and the team available must bewell-coordinated with good leadership. According to Fiedeler (1967), leadership behaviour means particular acts in which a leader engages in the course of directing and coordinating the work of a group of members. Leadership could also mean a social influence of someone in which an individual can make use of the help and support of others to attain a common goal or objective (Chemers, 1997). Successful projects carried out by contractors will need to have a team. Munns and Bjeirmi (1996) stated that the success or failure of project management is highly dependent on the project leader. The major role is been played by the leader of the team and also other members largely. Leaders are needed so that teams constituted will be coordinated in the best manner and not the other way round. The leader should be someone that show and carry a lot of charisma to coordinate and control the affairs of the team (Ofori and Toor, 2012). Chinyio and Vogwell (2007) found that effective leadership can aid in harmonizing goals and preventing conflict in construction projects.

The construction site organisational structure is mostly dependent on a large percentage of subcontract staff. The capacity to tweak work adaptability, deal down work cost, support speedier fruition of assignments, externalize less fulfilling and hazardous exercises, move monetary danger, stay away from labourers pay the cost, and quickly satisfy changing item market needs is the explanation of subcontracting for some projects in a construction site (Manu, et al, 2015). To bring all subcontractors to work under a unified team, it is important that the project managers' or leaders create a single project culture, unifying the cultures of prime contractors and subcontractors to achieve the common goal everyone is after (Riley and Clare-Brown, 2001). It is very essential to know how to lead individuals for the development of a project to come up with a fruitful and successful project. For some, specialized experts, managing people is a challenging task of construction projects. It is the explanation and reason that most experts who appreciate planning things, building things, and taking care of issues go into the construction business.The construction industry is clearly in need of a leadership structure to foster developments and the delivery of great projects. Furthermore, there is a need for strategic leadership and championing continuous industry development and improvement. Institutions and different sectors of the globe require effective leadership to ensure the development of member expertise and professionalism and they also understand that leadership is a major key to the success of projects.

Theoretical Framework

The theory that underpinned this research is Tuckman's Teamwork Theory**.** This theory by Tuckman gives an insight into understanding how a team can evolve and also howit can encounter different problems at different stages. It was developed in 1965 and it is a very reliable theory for team building and management. The theory suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to cohesive, task-focused teams. In his support for the model built, he studied small groups and discovered that there are two common features found in the groups reviewed in 50 articles. He, however, stated that the groups evolve into teams through four common stages. These four stages include: forming, storming,

norming and performing. The first part involves an orientation phase which brings everyone together and sometimes leads to conflict and then it leads to cohesion having resolved the conflict or it has been self-resolved in a way. Finally, the functional phase comes in during which there is a focus on role-relatedness.



Source: Teamwork Theory: Tuckman's stages of group development. The Happy manager.

The graphical representation of Tuckman's theory gives a linkage of group relations and task focus. The position called the "performing" position is been reached when relationships within the groups and between the group members have developed and grown so well and also if it has started delivering perfectly with a clear focus on the task. However, this performing position can be very difficult to achieve according to Tuckman as teams go through different challenges which is the storming stage in the first stages of the task. Beyond the storming stage which is the Norming stage and performing stage, teams will grow together to be able to work hand-in-hand. Members of the team start to come together and understand each other well. *The* phase is characterized by a growing sense of togetherness. At the final stage, the major focus is on the task and how well the team has come together to achieve the common goal they need to achieve. Effective work by team members will help deliver a great level of performance. *This model has been found by some other researchers to have been flawed in some ways because it* makes team building appear too linear and sequential. However, the model is very useful for project managers to understand the knowledge/expertise of the team for future use or reference and also deal with any sense of loss amongst team members.

Empirical Review

Leje, Kasimu and Kolawole (2019) studied the impact of effective communication on the performance of construction companies in Nigeria. Conclusions were made based on the sample of 200 contractors in which the top five impacts of effective communication on the performance of construction organisations, according to them, are improved productivity in the organisation, reduced project delays, better safety precautions on construction sites, better use of materials and equipment, and improved professional commitment to the organisation. Onyegiri and Nwachukwu (2011) research, asserted that construction projects come in different stages and as

they unfold, the movement of communication occur in different directions. This communication can be an upward, lateral, downward or horizontal form of communication. A situation like this can occur when the design of the project is been designed in the starting stage of the project. The architects then communicate it to the rest of the team including the clients. The approval of the design gives the work a beginning structure. Those in charge of the construction implementation then come in and get the work done by gathering a team, preparing schedules, making different levels of specification and also communicating with all members of the project for an effective project. With all these going on, it shows that effective communication is a key factor to construction companies' organisational success.

In another study by Zulch (2014), the researcher examined communication as a foundation for project management and made positive findings. The researcher stated that effective communication within construction companies can help better time and cost management. Ochieng and Price (2010) also stated that effective communication is needed for the great performance of construction companies because when an organisationlacks effective communication within its workforce, it raises several safety issues concerns. Carlsson et al. (2001) studied factors affecting communication, communication patterns, reasons for communication and communication methods. They found out that briefing on projects and time availability are the major factors that affect effective communication in an organisation. Yakubu, Ogunsanmi and Yakubu (2019) also examined influences on communication problems on project performance in Nigeria. The findings of the study, suggests that there is a positive relationship that exists between non-effective communication and the performance of a project. However, they stated that face-to-face communication will ensure project problems get the best and fast solutions.

Cheng et al. (2000) stated in their research the importance of effective communication for the success of any project in the construction industry. They stated that effective communication helps to foster teamwork as they share ideas, visions and concepts in a way that they can all understand and reduce every form of misunderstanding in the project. Ogunlana (2002) researched why construction workers sometimes develop negative attitudes towards work which in turn leads to conflict. He found out that effective communication in the project implementation phase is very essential as this will boost the morale of different individuals rather than not giving their ideas adequate attention. Oseiboakye (2015) explained that the concept of a team can never be underplayed in the developmental process of a project and the team management structure will be a good factor for organisational performance. According to Bacon and Blyton (2006) in their research examination, they pointed to the important factors that will help to promote skills of workers and improvement of their organisational performance. They stated that self-management team and interpersonal team skills are essential factors to improve organisational performance. John *et al* (2007) opined that employees who work with a team are found to be pretty more productive than others who do not work with any team. This is especially for those who have so many weaknesses and no one to help them complement their weakness and the majority of the time, this affects the performance of a project.

Rewards are often good to boost the performance of workers in an organisation and not only that, it will help improve the work style of the employees. Managers, supervisors and bosses must find a way to make sure employees are rewarded accordingly to their efforts with no bias.

Herzberg (1987) in a research study, postulated that reward and recognition can provide both intrinsic and extrinsic motivation which can help to improve employee performance in some cases. Dunford (1992) discovered that rewarding and recognizing employees improves their performance. As a result, they opined that performance evaluation and awards have been identified as key elements influencing employee performance. Brown (2009) also stated that many employees that serve in a team do not get the recognition they deserve in their performance appraisal and so it is an essential phenomenon that accomplishes in teams be an integral part of the performance appraisal for workers in a firm annually. It is vital to note that efficient communication, competent leadership, performance appraisal, teamwork, and team management are essential for a great performance of construction businesses in any area of the world, especially in Nigeria, according to several prior research. Furthermore, it is appropriate to advise that managers or employers regard these qualities as useful tools for running a successful project, as employees would choose to work on projects with them at all times.

RESEARCH METHODOLOGY

Research Design

The research design for the study shall follow the descriptive path. The study which has to do with team management and the performance of construction companies shall be based on the descriptive survey technique. Thus, to foster the study, the opinions of workers/experts in the construction field are to be explored. It is expected that based on the surveyed opinions, inference on the relationship between the core variables can be established.

Target Population

The population of the study is all the employees of Dangote Cement. Dangote Cement is chosen because it is one of the biggest construction companies with a representative number of workers. The company which used to be known as Obajana Cement Plc has since 2010, changed its brand name to the now popular brand Dangote Cement. Plc. The company is one of the parent companies to the Dangote Industries Limited has its headquarters located in Lagos State, Nigeria. Their Lagos state head office boasts of about 158 employees which will therefore be the population of this study.

Sampling Frame

Expertise	**Sample**
Project manager	28
Designer/Engineer	26
Consultants	26
Contractors	26
Financial Adviser	26
Legal Consultant	26

Sample Size Determination

The Taro Yame method of sample size determination is, therefore, to be adopted in obtaining representative employees. Below is the calculation based on the Taro Yame method:

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

Where n = the sample size

N = size of sample frame
e = sampling error which is given as 0.05

$$n = \frac{158}{1 + 158(0.05)^2}$$

n = **113**

Therefore, the 113 staff of the company (Dangote Cement) constitutes the sample of the study.

Sampling Procedures

The sampling method used for reaching the target respondents is based on the purposive sampling method. The purposive sampling method is chosen because the respondents shall involve employees that are knowledgeable about the subject matter. Thus, the study shall sample the opinions of the target respondents based on their experience in their organizations with respect to team management and its connection with performance.

Reliability of the Instruments

In ensuring the reliability of the research instrument. The Cronbach's Alpha test was conducted. The result is presented below:

Table 1: Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Table 2 Reliability Statistics

Cronbach's Alpha	N of Items
.802	20

The scale for reliability ranges between **0.00 – 0.99**.So, ifthe Cronbach's Alpha value <= **0.59** (i.e., if it falls within 0.00 and 0.59), it means the reliability level is low and if it is >= **0.60** (i.e., 0.60 – 0.99), it implies that the level of reliability is high. Table 2 shows that Cronbach's Alpha value is 0.802 (80.2%). Hence, the reliability level of the instrument is high. Thus, the instrument was considered reliable for the study.

Methods of Data Analysis

The descriptive statistics are subject to frequency analysis and percentage examination to ascertain the distribution and occurrence of the variables. Additionally, the numerical method that is adopted for investigating the obtained data is the Analysis of Variance method of evaluation. Thus, the hypotheses on the study are estimated using the ANOVA. The ANOVA method is analysed at the 5% (0.05) level of significance.

RESULT AND DISCUSSIONS

This section outlines the analysis of data collected from the respondents through questionnaires.

The information or data gathered from the respondents were used to calculate descriptive statistics of the data as frequency count and percentages and the research findings were discussed.

Descriptive Statistics

Table 3: Socio-Demographic Data

Demographic Features	Variables	Frequency (F)	Percentage (%)
Sex	Male	77	68.1
	Female	36	31.9
	Total	**113**	**100.0**
Age Bracket	Below 21 years	16	14.2
	21 – 30 years	23	20.4
	31 – 40 years	38	33.6
	41 – 50 years	24	21.2
	51 years and above	8	7.1
	61 and Above	4	3.5
	Total	**113**	**100.0**
Marital Status	Single	43	38.1
	Married	47	41.6
	Divorced	17	15.0
	Widow/Widowers	6	5.3
	Total	**113**	**100.0**
Educational Qualification	OND/HND	24	21.2
	BSC	48	42.5
	MSC	17	15.0
	PhD	14	12.4
	Others	10	8.8
	Total	**113**	**100.0**
Designation	Junior Staff	41	36.3
	Management Staff	46	40.7
	Senior Staffs	26	23.0
	Total	**113**	**100.0**
Work Experience	Less than 5 years	25	22.1
	5 – 10 years	31	27.4
	11 – 15 years	51	45.1
	Above 15 years	6	5.3
	Total	**113**	**100.0**
Role	Project manager	30	26.5
	Designer/Engineer	17	15.0
	Consultants	16	14.2
	Contractors	15	13.3
	Financial Adviser	27	23.9
	Legal Consultant	8	7.1
	Total	**113**	**100.0**

Source: Field Survey, 2021.

The table above shows the sex of the respondents who participated in the research work. (68.1%) of the respondents are male and (31.9%) of the respondents are female. Also, with respect to the age of the respondents. (14.2%) of the respondents were below 21 years, (20.4%) are between 21 and 30 years, (33.6%) are between 31 and 40 years, (21.2%) are 41 -50 years, (7.1%) are 51-60 years and (3.5%) 61 years and above. When asked about their marital status, the respondents

signified that 38.1% of them were single, 41.6% were married, 15% of them were divorced, and 5.3% of the others were widows/widowers.

Based on the highest educational qualification of the respondents (21.2%) of the respondents had OND/HND, (42.5%) had BSc, (15%) had MSc, (12.4%) had PhD and (8.8%) had other qualifications. In terms of their cadre on the job, the findings reported that 36.3 were junior workers, 40.3% were management staff and 23% were the senior staff. Given the work experience of the respondents (22.1%) of the respondents had an experience of below 5 years, (27.4%) had 5-10 years' experience, (45.1%) had 11-15 years' experience and (5.3%) had an experience of above 15 years.In terms of the role of the respondents, it was reported that (26.5%) of the respondents were project managers, (15%) were Designer/Engineers, (14.2%) were consultants, (13.3%) were Contractors, (23.9%) were financial advisers while others were (7.1%) were legal consultants.

Test of Hypotheses

The hypothesis stated in the course of this research was tested to find the statistical significance relationship of the selected and measured variables. These hypotheses were tested making use of the ANOVA test at 0.05 levels of significance, with the use of Statistical Package for Social Scientists (SPSS 22.0 Version).

Decision Rule

The decision region is based on the rules that if the p-value (that is, a probability value) is < (less than) 5% at 0.05 significance level, then we reject the null hypothesis (H_0), otherwise we accept it.

Hypothesis One

Null Hypothesis: there is no significant linkage between team trust and the performance of Nigerian construction companies.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755[a]	.570	.565	2.16918

a. Predictors: (Constant), TeamTrust

Table 5: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	468.371	1	468.371	99.540	.000[b]
	Residual	352.902	75	4.705		
	Total	821.273	76			

a. Dependent Variable: Performance
b. Predictors: (Constant), TeamTrust

Table 6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.150	.662		10.807	.000
	TeamTrust	.470	.047	.755	9.977	.000

a. Dependent Variable: Performance

$Y = b_0 + b_1 X_1t + ut$
Performance = 7.150 + 0.470TeamTrust

The table above presents the ANOVA result on the relationship between team trust and the performance of Nigerian construction companies. The result from the regression equation implies a unit increase in team trust brings about a 0.470 units (47%) increase in performance of Nigerian construction companies. The probability value (0.000) was also found to be < 0.05 in table 4.6, this gives further support to the proposition that there is a significant influence of team trust on the performance of Nigerian construction companies. The F-statistics with a probability of value (0.000) which is < 0.05 significance level is an indication that the relationship is well fitted together. The R^2 with a value of 0.570 shows that the increase in performance of Nigerian construction companiesvaries with 57% for every change in team trust.

Hypothesis Two

Null Hypothesis: there is no significant extent to which team leadership has influenced the performance of Nigerian construction companies

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671[a]	.450	.449	5.27670

Table 8: ANOVA[b]

Sum of Squares	Df	Mean Square	F	Sig.
10894.263	1	10894.263	391.267	.000[a]
13309.235	478	27.844		
24203.498	479			

a. Predictors: (Constant), team leadership

b. Dependent Variable: Performance

Table 9: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.049	.527		13.383	.000
	TeamLeadership	3.385	.171	.671	19.780	.000

a. Dependent Variable: Performance

$Y = b_0 + b_2 X_2t + ut$
Performance = 7.049+ 3.385 TeamLeadership

The table presents the ANOVA regression on the relationship between which team leadership has influenced the performance of Nigerian construction companies. The result from the regression equation implies a unit increase in Team Leadership brings about 3.385 units to increase in performance. Furthermore, the probability value (0.000) is < 0.05 in table 4.7, this, therefore, complements the rejection of the null hypothesis above, hence, there exists a significant relationship between Team Leadership and the performance of Nigerian construction companies. The F-statistics with a probability of value (0.000) which is < 0.05 significance level is an indication that the relationship is well fitted together. The R^2 with a value of 0.45 shows that changes in Team Leadership were able to explain 45% changes in the performance of Nigerian construction companies.

Hypothesis Three

H_0: There is no significant connection that exists between team communication and the performance of Nigerian construction companies.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939[a]	.883	.882	2.43851

a. Predictors: (Constant), Team Communication

Table 11: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21361.147	1	21361.147	3592.319	.000[a]
	Residual	2842.350	478	5.946		
	Total	24203.498	479			

a. Predictors: (Constant), TeamCommunication

b. Dependent Variable: Performance

Table 12: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.580	.255		10.128	.000
	team communication	5.052	.084	.939	59.936	.000

a. Dependent Variable: Performance

$Y = b_0 + b_3 X_3t + ut$
Performance = 2.580 + 5.052 Team Communication

Table above presents the ANOVA regression result on the relationship between team communication and the performance of Nigerian construction companies. The result from the regression equation implies a unit increase in team communication brings about 5.052 units to increase the performance of Nigerian construction companies. It was further noted that the probability value (0.000) was found to be < 0.05 in table, which gives additional credence to the rejection of H_0 and thus we conclude that there is a significant relationship between team communication and the performance of Nigerian construction companies. The F-statistics with a probability of value (0.000) which is < 0.05 significance level is an indication that the relationship is well fitted together. The R^2 with a value of 0.883 shows that the increase in the performance of Nigerian construction companies varies with 88.3% for every change in team communication.

Discussion of Findings

The discussion of the findings of this study is based on the three (3) research hypotheses which guided the study. Findings from the study reported that based on the respondents' characteristics, the majority were reported to be male project managers, of the age bracket 31 – 40 years, are married management staff with BSc degrees and 11 – 15 years working experience. This, therefore, signifies that the right respondents with adequate knowledge on the subject matter were involved in the research.From the numerical analyses obtained from the result, hypothesis one which shows that there is a significant linkage between team trust and the performance of Nigerian construction companies is in line with similar submissions Erdem, Ozen and Astan (2003) who examined the connection between trust and team performance and indicated that team trust is a critical factor determining the success of many organizations.

Additionally, findings from hypothesis two which indicated that there is a significant extent to which team leadership has influenced the performance of Nigerian construction companies align with a similar report by Pinar et al (2014) who had earlier shown in their study that leadership plays a significant role in team learning which in turn plays an important role in performance.This goes to show that teamwork as well as how it is managed with experienced leadership plays a critical role in the outcome of an organization. Hence, organizations in the construction industry can seek to outperform their competitors and obtain a giant market share by making sure their workforce is well coordinated with the right principles and resources. A talented workforce with the right management to coordinate their efforts would always outpace a brilliant individual contributor, even in the construction sector.

CONCLUSION AND RECOMMENDATIONS

The study which is based on team management and performance though is not a new concept in the academic literature, moreover, what has been missing is the actual direction of causality, even though the relationship is yet to be explored in the context of the construction sector. It was with this motivation that the researcher made the effort at examining the relationship between team management and the performance of construction companies in Nigeria. Particularly the study explored the concept using Dangote Cement company, Lagos as the case study. Having examined the study making use of the ANOVA technique the study was able to establish in conformity with other previous researchers that team trust, team leadership and team communication play a meaningful role in the extent to whichNigerian construction companies perform. In light of the research findings, the following study recommends that:

i. The management should be advised that effective team communication increases workflows and productivity among members. Through communication, there is improved problem solving due to the flow of ideas, knowledge and experience.
ii. It is also advisable that for there to be an increase in the efficiency and effectiveness rate there is a need for proper alignment of people, processes and resources
iii. Team leadership helps to sustain the loyalty and commitment of team members while working on a particular task in the organization.
iv. More sofor organizations to meet the required stated performance objective, there is a need to appoint experienced leaders that have seasoned expertise at managing teams.This is because, through leadership efforts, other team members are influenced and motivated to give their best efforts to achieve desired results in terms of performance
v. Effective team communication is also required at coordinating and getting the job done also, it reduces the possibility of the occurrence of conflicts which can affect team performance.

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