**EVALUATION OF THE EFFECT OF TEAMWORK ON BUILDING CONSTRUCTION PROJECTS TASKS IN NIGERIA**

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**ABSTRACT**

Teamwork is very important in construction industry where assignments and tasks are shared by various players as a team. These project team players include; architects, contractors, suppliers, surveyors, and many more. Success of a construction work is evidenced by project performance. The project outcomes are increasingly affected by the functionalities of the project team which can subsequently triggers inexcusable delays and subsequently project abandonment. This study seeks to evaluate the effect of teamwork in building construction projects performance in Nigeria. The study opted a mixed method research design where the 83 structured questionnaires were distributed to the target respondents comprising of construction professionals. 81 were properly filled and returned indicating a response rate of about 98%. Both descriptive and inferential statistics were applied to analyze the data. Results show that trust allows team members to make decisions and resolve problems that arise during project execution is the highest ranked factor for team performance success with mean (M = 4.64). This study recommends that there is need for the construction organizations to allow team members to make decisions and resolve problems that arise during project execution which allows the team members to work as a unit through motivation and high team spirit that would enhance the performance of the construction projects.

**Keywords:** Construction Projects, Teamwork Performance, Team Trust

**Introduction**

A successful project execution is the key business objective of many organizations. Performance is a useful term to describe the capability of a team and the processes that the team undertakes. Teamwork has come up recently as one of the most essential ways in which project work is reorganized and get accomplished (Nwoka, 2018; Justina & Stephen, 2021). Teamwork in project management refers to the ability of project members to work effectively as a team (Khan *et al.,* 2017). Teamwork according to Nzewi *et al.,* (2019) is a key donor of project performance as it provides the means through which team players are able to integrate a multitude of expertise required for successful completion of a project. Thus, teamwork signifies a set of values that encourages responding constructively to other people’s view, listening, providing support and recognizing the achievement of others. Teamwork is very important in building construction industry where assignments and tasks are shared by various players as a team (Ibrahim *et al.,* 2019). These project team players include; architects, contractors, suppliers, surveyors, and many more (Hwang 2018). Success of a construction work is evidenced by project performance. The project performance is a function of various factors including; nature of the project, contractual agreements, relationships between project team players, proficiency of the project managers, and the abilities of the main team players (Gang, 2018). They also examined the main causes of poor performance are shortage of labour, inexperienced contractors, untrained lobour, poor management exercises, fluctuation in building material prices, competition, lack of advanced technology, unproductive labour, change orders, antagonistic relationships, claims, corruption, manpower costs, government rules and regulations, lack of scheduling and planning effectiveness (Ali & Reuben, 2019; Fawazy *et al.,* 2017). Performance in construction projects generally rely upon how well projects team players are constituted (Kelemba *et al.,* 2017). To maintain high performance team in construction projects, it is necessary to consider some oncoming factors such as: interests, skills, values, sound behaviours, spirit of collaborations, good leadership and continual improvement (Chukwuma & Ozuru, 2018). It is obvious that the most significant drifts in the world have been the increasing project activities across different sectors and industries (Myung-Hee, 2018). With the utility of a project being dependent upon successful project completion, the search for various ways of improving project performance has been on for several years. However, in many establishments, there has been much attention on personal competences especially, in projects where the idea of teamwork is overlooked by so many managers (Nwinyokpugi & Omunakwe, 2019; Odey 2020). This research aims to evaluate the effect of teamwork in construction projects performance in FCT, Abuja Nigeria.

**2.0 Literature Review**

It has become so very important for many large projects to adopt teamwork and to tap individual’s teamwork ability, hence, it has become an approach to accomplish tasks in so many projects (Senthilkumar & Aiswarya, 2019). This is as a result of the fact that teamwork gives individuals a sense of ownership and encourages cooperation (Sheeba & Layal, 2017). Teamwork in construction projects is regarded as the best ideology for ensuring that a project is managed by experts working collaboratively in groups and a way to ensure that a project is delivered on time, within the scope and the budget. Teamwork at place of work boosts the efficiency of the workers, thus influencing the general performance in organizations. It is easy for each team member to learn and assume their roles and responsibilities and to ensure they work with their team. Workers gain opportunity to understand how to effectively fasten up work processes and to ease the work load of their peers (Shouvik & Mohammed, 2018). This peer impact is commonly recognized in projects that are team oriented; it helps in still culture of communal responsibility and helps the project activities go inline and work towards accomplishment of the given task (Stephen, 2018). It is a well-known fact that teamwork is not only the foundation of all successful managements, but the means of improving overall outputs in organizational productivity. The workplaces of today have employees that are focused on achieving goals as individuals as opposed to achieving them as a team (Atanda, 2021). Asongo *et al*. (2018), states that company goals get achieved when the workers perform as a team combining their skills with efficiency. In today’s world, organizations in the construction industry have take-up teamwork approaches to allow them compete in global markets and meet customer needs. In other to ensure teamwork becomes successful and effective, construction firms need to promote, emphasize and adopt effectiveness among teams that are assigned task to carry them out. The following are factors that can be used to determine effectiveness of teamwork.

Team Trust, Team Spirit, Team Recognition and Rewards, Team Leadership.

**2.1 Theoretical Framework**

Theories provide a means for identifying and defining applied problems. Here we will look at theories that explain teamwork and how it impacts project performance in building constructions. The Star team theory is much suitable to this study; it elaborates how various team attributes can translate to better achievements.

**2.1.1 The Star Team Model**

The Star team model developed by Jay Galbraith provides the substance to the stages, situation and surroundings of the teamwork theory mentioned above. It helps to determine what a team and team leader need to focus and put in place to ensure achievements. This theory gives leadership strategies that every team leader need to adopt in order to perform well and lead the rest of team members achieve good performance. It offers practical tips and guidelines to help team leaders focus their activity. There are three key strengths that explain the model:

**Integration** - This is centered on the need for leaders to align key elements so that individual, team and organizational outcomes are achieved.

**Strengths-based** - It emphasizes the emerging area of strength-based leadership

**Outside factors** - It recognizes what is often missing from some leadership models; that leaders need to be as adept at managing outside their team as they do within the team.

STAR

The organization

Other teams

Outside influences

Where;

A= Alignment

T= Teamwork

R= Results **Figure 1:**

S= Strength

The model states that good team leadership is about creating the conditions that encourages team members share ideas, work together for a common goal to ensure high performance. It is always important to balance development of team member’s strengths, with building sound relationships and connections between members, in the pursuit of challenging and meaningful team goals thus, encouraging effective teamwork in a project. This model therefore, proves that leadership is important to teamwork landing; it encourages team members to work in line with a clear vision and objectives, to improve their performance. In time of a project, there must be clear objective and goal that allow individual team members to work towards achieving it. Project leaders, coordinators, consultants and leading contractors are required to provide sound leadership on how to execute project activities to ensure that a good performance is achieved. This model is more appropriate to inform this study since it relies on attributes that are core factors to team based activities.

**3.0 Research Methodology**

**3.1 Research Design**

This research opted for quantitative research method, using questionnaire to generate data and leverage the advantage of using statistical analysis and hypothesis testing in order to uncover patterns and relationships among variables by using quantitative method. The population under study comprised of stakeholders that include project managers, consultants and contractors bringing to a total number of Eighty-Three (83). The population sampled was regarded as small and therefore, census sampling technique was appropriate; that is, by subjecting the entire population to the study. Respondents were required to provide information by filling questionnaires by which the deduction of the final analyzed results is going to be conducted. The questionnaire was divided into seven sections as section A, B, C, D, E, F and G. section A sought information about Demography of the respondents, section B sought information about Teamwork and Project Performance (TTP), Section C about Team Trust (TT), Section D sought information about Team Leadership (TL), Section E sought information about Team Spirit (TS), Section F about Recognition and Reward (RR), and finally Section G sought information about Project Performance Factor (PPF).

**3.1 Sampling Technique**

In this research, the population sampled was regarded as small and therefore, census sampling technique was appropriate; that is, by subjecting the entire population to the study. However, the study adopted a stratified random sampling method to split the population into three strata; Project managers, consultants and Contractors. This method was considered appropriate since the population of the study has unique characteristics and can be divided into groups (strata) with each group (stratum) capable of being studied independently without interfering with one another during the course of the study as shown in the table 1 below.

**Table 1:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Strata** | **Method** | **Size** |
|  | Project Managers or Project coordinators | Census | 20 |
|  | Project Consultants | Census | 42 |
|  | Constructors | Census | 21 |
|  | Total |  | 83 |

**3.2 Research Instruments**

In addition to the primary data sources, secondary sources were also used to provide information. The researcher sought data from the Ministry of work documentation, annual reports and other published documents on building constructions in FCT-Abuja. Time Performance Index (TPI) and Cost Performance Index (CPI) were computed for each of the project in which complete data was available. Computation of TPI and CPI was derived as follows:

TPI = (actual contract duration/projected contract duration)

CPI = (actual contract cost /budgeted contract cost)

The computed TPI showed the efficiency in which project activities is undertaken, with index less than one indicating completion of the project before the planned project duration; index equal to one indicating completion of the project on time and index being greater than one indicating the project had a time over-run (project taking a longer duration than planned). On the other hand, CPI indicates the efficiency in which resources are utilized within the project with index less than one indicating completion of the project at a cost lower than budgeted; index equal to one indicating completion of the project within the budgeted cost, and index being greater than one indicating the project had a cost over-run (project cost being greater that the budget). An Overall Performance Index (OPI) was computed as an average of time performance index and cost performance index.

**4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION**

**4.1 Influence of Team Trust (TT) on Project Performance**

Survey result from table 2 below shows that ‘trust allows team members to make decisions and resolve problems that arise during project execution was ranked highest with mean of (M = 4.6420)’, ‘trust has made team members work as a unit through motivation and high team spirit also ranked the second with frequency mean of (M = 4.44)’ and ‘the teams in construction projects act cohesively with high level of cooperation ranked third with the mean of (M = 4.01)’ are the top ranked factors with 1st, 2nd and 3rd positions. Consequently, ‘team trust has led to working towards common goals (M = 3.79)’was ranked 4th and lowest ranked.

**Table 2:** Influence of Team Trust (TT) on Project Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **Criterion** | **Mean** | **SD** | **Rank** |
| Trust allows team members to make decisions and resolve problems that arise during project execution | 4.6420 | .81100 | 1 |
| Trust has made team members work as a unit through motivation and high team spirit | 4.4444 | 1.01242 | 2 |
| The teams in construction projects act cohesively with high level of cooperation | 4.0123 | 1.25990 | 3 |
| Team trust has led to working towards common goals | 3.7901 | 1.56298 | 4 |

**Source:** Field Survey, (2023)

**4.2 Influence of Team Leadership (TL) on Project Performance**

According to the outcome of the Table 3, the influence of team leadership on project performance shows that ‘competency of project leaders leads to projects success (M = 4.26)’, and ranked 1st as the top most factor. The medium positioned factors include ‘there is mutual support from supervisors and top management (M=3.51)’ and ‘good team leadership is the cause of team motivation to attain set out goals with less number of internal conflicts and issues (M = 3.11)’, and are ranked 2nd and 3rd. Consequently, low ranked factor is ‘participative leadership provides for early detection of problems, which ultimately leads to project success (M = 2.19)’, and is ranked 4th according to the outcome of this study.

**Table 3:** Influence of Team Leadership (TL) on Project Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **Criterion** | **Mean** | **SD** | **Rank** |
| Competency of project leaders leads to projects success | 4.2593 | 1.30171 | 1 |
| There is mutual support from supervisors and top management | 3.5062 | 1.86496 | 2 |
| Good team leadership is the cause of team motivation to attain set out goals with less number of internal conflicts and issues | 3.1111 | 1.45774 | 3 |
| Participative leadership provides for early detection of problems, which ultimately leads to project success | 2.1852 | 1.83787 | 4 |

**Source:** Field Survey, (2023)

**4.3 Influence of Team Spirit (TS) on Project Performance**

In line with the outcome of the table 4 depicting the influence of team spirit on project performance exposes that ‘there is good motivation of team members to boost team spirit and project performance (M = 4.83)’, and ‘team members willingly make sacrifices in their team to ensure project is completed on time (M = 4.54)’, and are ranked 1st and 2nd respectively illustrating as the topmost factors. Consequently, ‘team members value their diversities and appreciate each other’s professionalism (M = 3.74)’ and ‘there is cohesion and unity among team members during execution of project activities (3.09)’, and are ranked 3rd and 4th, thus, positioned the medium factors according to the outcome of this study.

**Table 4:** Team Spirit (TS) on Project Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **Criterion** | **Mean** | **SD** | **Rank** |
| There is good motivation of team members to boost team spirit and project performance | 4.8272 | .38046 | 1 |
| Team members willingly make sacrifices in their team to ensure project is completed on time | 4.5432 | .50123 | 2 |
| Team members value their diversities and appreciate each other’s professionalism | 3.7407 | .97183 | 3 |
| There is cohesion and unity among team members during execution of project activities | 3.0864 | 1.29612 | 4 |

**Source:** Field Survey, (2023)

**4.4 Influence of Recognition & Reward (RR) and Project performance**

According to the outcome of table 5 depicting the influence of reward & recognition on project performance shows the highest ranked factor to be ‘there is always a gratitude and appreciation to every team member after an achievement (4.26)’, and ranked 1st. consequently, ‘reward and recognition structure in projects takes recognition of team effort and individual performance (M = 3.74)’ and ‘being a team player gives leverage in promotion and future engagements (M = 3.11)’, are ranked 2nd and 3rd with medium positions while ‘higher salary and other benefits is used to motivate teams; as a way to achieve good project performance (M = 2.19)’ is the lowest ranked factor with a position of 4th in the table.

**Table 5:** Recognition & Reward (RR) and Project performance

|  |  |  |  |
| --- | --- | --- | --- |
| **Criterion** | **Mean** | **SD** | **Rank** |
| There is always a gratitude and appreciation to every team member after an achievement | 4.2593 | 1.30171 | 1 |
| Reward and recognition structure in projects take recognition of team effort and individual performance | 3.7407 | .97183 | 2 |
| Being a team player gives leverage in promotion and future engagements | 3.1111 | 1.45774 | 3 |
| Higher salary and other benefits is used to motivate teams; as a way to achieve good project performance | 2.1852 | 1.83787 | 4 |

**Source:** Field Survey, (2023)

**4.5 Project Performance Factors**

According to the project performance factors applied for this study and indicated in table 6, it posits the top ranked factors to be ‘absence of defects (M = 4.64)’, ‘on quality project delivery (M = 4.44)’, ‘scope acceptance (M = 4.26)’ and ‘on-time project delivery (M = 4.01)’ and ranked 1st, 2nd, 3rd and 4th respectively. The medium ranked factors includes ‘on cost project delivery (M = 3.79)’, ‘absence of rework (3.74)’, ‘labour sufficiency (M = 3.51)’ and ‘cost saving (M = 3.11)’, and are ranked 5th, 6th, 7th and 8th correspondingly. Equally, ‘project delivery on specification (M = 2.19)’ is the least ranked factor with 9th position.

**Table 6:** Project Performance Factors (PPF)

|  |  |  |  |
| --- | --- | --- | --- |
| **Criterion** | **Mean** | **SD** | **Rank** |
| Absence of defects | 4.6420 | .81100 | 1 |
| On quality project delivery | 4.4444 | 1.01242 | 2 |
| Scope Acceptance | 4.2593 | 1.30171 | 3 |
| On-time project delivery | 4.0123 | 1.25990 | 4 |
| On cost project delivery | 3.7901 | 1.56298 | 5 |
| Absence of rework | 3.7407 | .97183 | 6 |
| Labour Sufficiency | 3.5062 | 1.86496 | 7 |
| Cost saving | 3.1111 | 1.45774 | 8 |
| Project delivery on specification | 2.1852 | 1.83787 | 9 |

**Source:** Field Survey, (2023)

**4.6 Inferential Statistics for this Study**

**4.6.1 Hypothesis Testing**

H0: Team trust, team leadership, team spirit and reward & recognition have no impact on building project performance in Nigeria.

According to the display in table 7, the variables entered into the statistical tool include the independent variables which are the RR, TT, TS and TL while the dependent variable is the project performance factors (PPF) as a construct for building project performance in line with the scope of this study. Accordingly, table 8 depicts this study’s model summary which indicates the adjusted R Square to be .891 exposing that the model has 89 percent statistically significant. This further illustrates that the considered factors have about 89 percent impact on project performance while the rest are due to error terms which are factors not largely considered in this study.

|  |  |  |  |
| --- | --- | --- | --- |
| **Table 7:** Variables Entered/Removeda | | | |
| **Model** | **Variables Entered** | **Variables Removed** | **Method** |
| 1 | RR, TT, TS, TLb | . | Enter |
| a. Dependent Variable: PPF | | | |
| b. All requested variables entered. | | | |

**Source:** Field Survey, (2023)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Table 8:** Model Summaryb | | | | | |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** | **Durbin-Watson** |
| 1 | .779a | .891 | .891 | .02553 | 1.010 |
| a. Predictors: (Constant), RR, TT, TS, TL | | | | | |
| b. Dependent Variable: PPF | | | | | |

**Source:** Field Survey, (2023)

According to the ANOVA statistics depicted in table 9, the sum of squares regression and residual entails 39.176 and .050. The Mean Square encompasses 9.794 and .001 respectively with a Sig (.000) which is less than the p-value of (0.005) in line with the statistical significance of this study. Consequently, the outcome of table 10 exposes the residual statistics of the study showing that the predicted value minimum, maximum, mean and standard deviation to be 1.7846, 4.9420, 3.7435 and .69979 while the residual includes -.05432, .04810, .00000 and .02488 respectively. Accordingly, std. predicted value includes -2.799, 1.713, .000 and 1.000 while std. residual exposes -2.128, 1.884, .000 and .975 correspondingly.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Table 9:** ANOVAa | | | | | | |
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 39.176 | 4 | 9.794 | 15030.778 | .000b |
| Residual | .050 | 76 | .001 |  |  |
| Total | 39.226 | 80 |  |  |  |
| a. Dependent Variable: PPF | | | | | | |
| b. Predictors: (Constant), RR, TT, TS, TL | | | | | | |

**Source:** Field Survey, (2023)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Table 10:** Residuals Statisticsa | | | | | |
|  | **Minimum** | **Maximum** | **Mean** | **Std. Deviation** | **N** |
| Predicted Value | 1.7846 | 4.9420 | 3.7435 | .69979 | 81 |
| Residual | -.05432 | .04810 | .00000 | .02488 | 81 |
| Std. Predicted Value | -2.799 | 1.713 | .000 | 1.000 | 81 |
| Std. Residual | -2.128 | 1.884 | .000 | .975 | 81 |
| a. Dependent Variable: PPF | | | | | |

**Source:** Field Survey, (2023)

According to the outcome of the table 11, it depicts the rejection of the H0 in line with the result that it shows indicating that these factors have significant impact on PPF as indicated by its R Square value of .891. It illustrates a Sig value of (.002, .000, .000, .004 and .000) which is less than the p-value of .005 applied for this study. As a result, the regression line for this study entails **PPF = -.049 + .345TT + .443TL + .039TS + .136RR.** This demonstrates that TT, TL, TS and RR are positive predictors of project performance according to the outcome of this study. It also exposes that a change in team trust, team leadership, team spirit and recognition & reward would induce a 34, 44, 3 and 13 percent impact correspondingly on team performance.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Table 11:** Coefficientsa | | | | | | |
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant) | -.049 | .042 |  | -1.164 | .002 |
| TT | .345 | .004 | .523 | 116.470 | .000 |
| TL | .443 | .007 | .529 | 64.098 | .000 |
| TS | .039 | .012 | .002 | .341 | .004 |
| RR | .136 | .008 | .150 | 17.509 | .000 |
| a. Dependent Variable: PPF | | | | | | |

**Source:** Field Survey, (2023)

**5.0 Discussion of Findings**

According to the outcome of this study, ‘trust allows team members to make decisions and resolve problems that arise during project execution (M = 4.64)’, ‘trust has made team members work as a unit through motivation and high team spirit (M = 4.44)’ and ‘the teams in construction projects act cohesively with high level of cooperation (M = 4.01)’ are the top ranked factors (see table 2). According to Tziner & Shkoler (2018), the need for the team members to have trust each other makes them a coherent unit that is difficult to break and can induce the covering of one another with respect to absence of any team members from work as well as the doubling of efforts in that regards. This induces motivation and increased team spirit required for the consistent better performances of the construction projects (Onyebuchi *et al.,* 2021; Mukhtar *et al*., 2022). While the respondents also see team members in construction projects to act cohesively with high level of cooperation, it is important to note that Dimogu (2017) exposes that cohesiveness by the project unit is invaluable to the success of the construction project. Consequently, quick resolution to problem is also seen as increasingly necessary to the success of the project. This shows that cohesiveness, motivation and trust increase the ability of the project team members to make resolutions easily with respect to the outcome of the project (Nwoka, 2018; Alarafat & Doblas, 2021). Also, Akintoye (2022), argues that trust by the team members also increasingly raises the level of project performance, awareness amongst project team and high-level expectation within the team members.

Consequently, the influence of team leadership on project performance shows that ‘competency of project leaders leads to projects success (M = 4.26)’, and ranked 1st as the top most factor. While others such as ‘there is mutual support from supervisors and top management (M =3.51)’ and ‘good team leadership is the cause of team motivation to attain set out goals with a smaller number of internal conflicts and issues (M = 3.11)’ are ranked 2nd and 3rd respectively (see table 3). According to Agrasadya (2022) and Ofobruku & Akintoye. (2022), a competent project leadership induces trust amongst his team members leading to trust and motivation as a result of the great atmosphere that he creates which allows the thriving of the team members. Ahmad & Manzoor (2017), agrees with the outcome of this study that there is need for mutual support from supervisors and top management for the team members of the project team. This includes early and constant payment of salaries and constant provision of materials required for works which are part of what motivates the team to perform better. Also, good leadership inducing team motivation to attain set out goals will reduce the possibility of the outbreak of hostilities which has detrimental effect on the team. However, absence of such increases team performance which invariably enhances better performances of the construction project (Fawazy *et al.,* 2017; Muhammed *et al.,* 2022). These factors according to the table 4.18 have about 44 percent impact on the performance of the project.

Similarly, the influence of team spirit on project performance exposes that ‘there is good motivation of team members to boost team spirit and project performance (M = 4.83)’, and ‘team members willingly make sacrifices in their team to ensure project is completed on time (M = 4.54)’, ‘team members value their diversities and appreciate each other’s professionalism (M = 3.74)’ and ‘there is cohesion and unity among team members during execution of project activities (3.09)’ which are ranked 1st, 2nd, 3rd and 4th respectively (see table 4). According to Kemanci (2018), motivation of team members to boost team spirit induces increment in the performances of the projects which agree with the outcome of this study. This induces the team members to willingly make sacrifices in their team to ensure project is completed on time (Ogar, 2020; Alarafat *et al.,* 2021). According to Akintan *et al.* (2018) and Garba (2020), these sacrifices entails overtime, early planning and forecasting, as well as dealing with challenges might otherwise affects the progress of the construction projects. Also, team members value their diversities and appreciate each other’s professionalism as an important factor of team spirit. Ola-owo *et al*. (2019), corroborates the outcome of this study by explaining that the presence of diversity amongst the team members enhances uniqueness in their approaches by individually contributing their professionalism to the progress of the project. Furthermore, there is cohesion and unity among team members during execution of project activities as important factor in the outcome of this study is exhumed by Afolami (2020), stating that the unity and cohesion inherent to the project success is remains under emphasized as their contribution to project success cannot be undermined. These factors according to the table 11 have about 3 percent impact on the performance of the project.

Similarly, the influence of reward & recognition on project performance shows the highest ranked factor to be ‘there is always a gratitude and appreciation to every team member after an achievement (4.26)’, ‘reward and recognition structure in projects takes recognition of team effort and individual performance (M = 3.74)’ and ‘being a team player gives leverage in promotion and future engagements (M = 3.11)’ which are ranked 1st, 2nd and 3rd respectively (see table 5). There is always a gratitude and appreciation to every team member after an achievement according to the respondents. This is emphasized by Nwinyokpugi & Omunakwe (2019), as an important factor that motivates the performance of the team. Also, Apoorva (2019) posits that project team performance takes recognition of team effort and individual performance which corroborates with this study’s outcome, which is necessary for the construction project delivery. While Garba *et al*. (2020) and Abdulle & Aydıntan (2019), stated that leveraging on the strength of each team member to contribute professionally to the success of the project, it support this study’s outcome that being a team player gives leverage in promotion and future engagements. These factors according to the table 11 have about 13 percent impact on the performance of the project.

Lastly, project performance factors applied for this study and indicated in table 6, it posits the top ranked factors to be ‘absence of defects (M = 4.64)’, ‘on quality project delivery (M = 4.44)’, ‘scope acceptance (M = 4.2593)’ and ‘on-time project delivery (M = 4.01)’ and ranked 1st, 2nd, 3rd and 4th respectively (see table 4.6). According to Nzewi *et al.* (2019) and Okafor & Afolabi, (2021), the importance of absence of defects when it comes to project remains under emphasized. This is because it does not happen regularly as well as the availability of retainership when it comes to outcome of the projects. However, reworks owing to project defects triggers construction firms bad reputation which would affects their chances of getting more jobs. Also, Obaji *et al*. (2017) and Stephen (2018), corroborates this study that the quality of project needs to be achieved to realize the performance of the projects and the success achievable to the outcome of the projects. On quality project delivery and on-time project delivery is likewise seen as important to the outcome of project success. This is because one of the major importance of project success is ascertained through these two factors (Asongo *et al.,* 2018; Odey *et al.,* 2020). As a result, these factors are influenced by at least 89 percent of the overall effect as indicated in table 6.

**5.1 Summary**

In summary, trust allows team members to make decisions and resolve problems that arise during project execution, it also makes team members work as a unit through motivation and high team spirit, and teams in construction projects act cohesively with high level of cooperation are ranked the top factors when it comes to the influence of team trust (TT) on project performance. In term of the influence of team leadership on project performance, competency of project leaders leads to projects success, mutual support from supervisors and top management, good team leadership is the cause of team motivation to attain set out goals with less number of internal conflicts and issues sequentially are the top ranked factors. For the influence of team spirit on project performance, the result exposes that there is good motivation of team members to boost team spirit and project performance, and team members willingly make sacrifices in their team to ensure project is completed on time, and are the most important factors.

Similarly, in case of influence of reward & recognition on project performance, it shows that the highest ranked factor are ‘there is always a gratitude and appreciation to every team member after an achievement’, ‘reward and recognition structure in projects takes recognition of team effort and individual performance’ and ‘being a team player gives leverage in promotion and future engagements’, are positioned highest. According to the project performance factors, it shows that absence of defects, on quality project delivery, scope acceptance, and on-time project delivery as the biggest factors that induces better project performance.

**5.2 Recommendation**

1. There is need for the construction organizations to allow team members to make decisions and resolve problems
2. There is need for the continuous training of the project managers to increase their level of competency
3. This study also acclaims the need for the motivation of the team members involved in construction project delivery which would allow for team members to willingly make sacrifices in their team to ensure project is completed on time.
4. There is need for a well-placed remuneration structure of the construction organizations.

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