

TEAMWORK STRATEGIES AND ORGANISATIONAL PERFORMANCE: A STUDY OF GUARANTY TRUST BANK LIMITED, ILORIN KWARA STATE, NIGERIA.

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ABSTRACT

Despite the recognized importance of teamwork, many organizations, including those in the Nigerian banking industry struggle to implement strategies that fully leverage team potential. Hence, this study sought to examine the impact of teamwork strategies on organizational performance in the Nigeria banking industry with specific focus on Guaranty Trust Bank, Ilorin, Nigeria. Survey research design was employed for the study and 82 respondents were selected using simple random sampling technique. Data was gathered with the aid of structured questionnaire and data analysis was performed with descriptive and inferential statistics. Findings revealed a significant positive impact of teamwork strategies (effective communication, conflict resolution and team effort reward and incentives) on organizational performance measured by operational efficiency, employee collaboration and employee commitment. The study concluded that teamwork strategies have significant positive impact on organizational performance. It was recommended that stakeholders of banks, GTBank in particular should invest in training programs to improve communication skills across all levels, train employees and managers in conflict resolution techniques and design incentive programmes that reward collaborative efforts.

Keywords: Teamwork, Organizational Performance, Conflict Resolution, Effective communication, Employee Commitment

INTRODUCTION

Organization is structured to pursue collective goals, each organization has a systematic structure that defines employees, different groups exist within an organization, such as leadership teams, production units, marketing departments and sales teams. Occasionally, the entire organization can be viewed as a single team. Mayaki & Stewart (2020) explained that the essence of teamwork is that workload is reduced and distributed to different employees for individual to be actively involved. According to Cook (2018) Although organizations can complete tasks through individuals, enhanced performance comes from achieving goals through collaborative efforts. Companies like Coca-Cola are prime examples of businesses that thrive on teamwork, competing in the marketplace with other industry players. Across the globe, organizations are increasingly acknowledging the significance of teamwork and how it contributes to enhanced performance. Logan & Michael (2018) stated that team members possess variety of skills, including technical, interpersonal, problem-solving, and decision-making abilities, which complement one another. If every member of a team shares the same ideas, opinions, skills, or knowledge, innovation will be stifled within the organization. Therefore, it's essential for employees to value their differences in

skills, culture, and perspectives by doing so, they can collaborate more effectively, ultimately improving both their individual performance and the overall performance of the organization. Mughal & Iraqi (2020) characterized humans as beings who are incapable of functioning effectively without the help of their fellow individuals. Freedman & Somech (2021) stated that effective communication, conflict resolution, team reward and incentives are factors that can improve team work they emphasized that communication links people together through transfer of vital information, Clear communication is crucial in any organization, as it helps overcome obstacles between team members when team leaders and members communicate well, they can achieve their goals more efficiently, also when conflict are handled effectively, resolution can lead to enhanced teamwork, increased productivity and a healthier work environment while team reward and incentives can motivate employees, enhance collaboration can foster a culture of shared responsibility

According to Treasure (2019) some leaders believed that the cure to relationship management challenges in team work is to send employees on team building courses, it can't be written off, because in many cases it does, but leaders must realize that it is a short-term solution, as it does not always curb the underlying challenges that may be standing in the way of an effective team. Despite having a large workforce, some organizations may still struggle to achieve high levels of success in terms of customer satisfaction, service quality, operational efficiency, enhanced collaboration and employee commitment. Ayoko (2020) found that team members come from diverse backgrounds and areas of expertise, which can cause communication to break down quickly, leading to misunderstandings that may ultimately hinder collaboration among the team. Employees have different personalities, they are from different background and geographical areas, they may not easily connect and align, which can result into struggling to develop effective interactions.

Additionally Bell (2019) explained that the Nigerian banking industry is highly competitive faced with numerous challenges such as economic fluctuations, digital transformation and need for risk management, Nigerian banks possess hierarchical structures that require collaboration across various department, they operate in a multicultural society with diverse workforce, effective team work is crucial to navigate these complexities in recent times, Nigerian banks has increasingly adopted digital transformation ,making team work essential for integrating new technologies and aligning with evolving customer expectations. However, it has been established that teamwork strategies can reveal how organizations manage change and drive innovation through collaboration so as to enhance performance in a challenging business environment, many organizations including those in the banking industry in Nigeria are still struggling to implement teamwork strategies, therefore, this study addressed the following specific objectives.

- i examined the impact of effective communication on operational efficiency in Guaranty Trust bank, Ilorin Kwara State.
- ii assessed the effect of conflict resolution strategies on employee collaboration in Guaranty Trust bank, Ilorin Kwara State.
- iii appraised the influence of team effort reward and incentives on employee commitment in Guaranty Trust bank, Ilorin Kwara State.

LITERATURE REVIEW

Teamwork Strategies

According to Ejike & Nelson (2022), Teamwork is the joint effort of a group of individuals collaborating to reach a common goal or successfully complete a particular task in the most effective and efficient manner, it is based on the idea that individuals can accomplish more as a team than being alone, it leverages the strengths and talents of each team member, which allows the team to tackle tasks, solve problems and make decisions effectively. Bell (2019) highlighted that teamwork is the ability to work together towards a common purpose, serving as the force that allows ordinary people to accomplish extraordinary achievements. It cultivates a sense of ownership and encourages cooperative efforts among employees. Freedman & Somech (2021) described teams as group of three or more people who are either voluntarily or strategically organized, working interdependently to solve problems and achieve common goals through process of adaptation, tolerance, and mutual understanding while maintaining a positive attitude toward the overall objectives. Korner (2016) defined teamwork as the collaboration of professionals working intensively toward a common goal, utilizing their collective synergy, complementary skills, and mutual accountability. This collaboration greatly benefits organizations by promoting the sharing of ideas and expertise that are in line with common goals and interests. Reinerman (2021) affirmed that collective action is widely regarded as a key factor in successful teamwork, noting that for an organization to thrive, it is essential to embrace a variety of ideas from team members. The essence of teamwork lies in reducing the overall workload while ensuring that each individual contributes their share. Amoroso & Robelo (2021) emphasized that the primary benefits of teamwork within an organization include improved communication, enhanced problem-solving skills, faster workflow, opportunities for learning from others, increased productivity and the promotion of stronger employee relationships and accountability.

Effective Communication

Communication is crucial for any team's success. Effective teamwork relies on consistent communication to ensure everyone is aligned and fosters a sense of unity. Bigliarch, Ferrciro, Filippell, and Galati (2020) explained that successful communication begins by providing a clear meeting agenda before team meetings, ensuring all members are aware of the discussion topics and goals beforehand. It is also important to encourage active participation, inviting team members to share their ideas, opinions, and input during meetings. These gatherings allow individuals to update the team on completed tasks, upcoming priorities, and any challenges they may face. Chan and Hassan (2021) highlighted that regular check-ins enhance collaboration by giving team members the opportunity to share progress, ask for assistance, and offer mutual support. Additionally, Organizations can adopt tools like project management platforms and communication apps to enhance instant communication and streamline the sharing of documents.

Conflict Resolution Strategies

Etherington (2021) pointed out that conflicts are inevitable in any organization, but they don't necessarily have to disrupt a team's success. When properly managed, conflicts can serve as valuable opportunities for growth and development. This is where conflict resolution skills become essential. Teams are composed of individuals with different character traits, strengths, weaknesses,

and behaviors, and understanding these differences is crucial for effective collaboration. Gerbeth, Stamouli, and Mulder (2022) suggested that when team members share their strengths, weaknesses, preferences, and needs, it fosters a better understanding and helps improve teamwork. Managers should be trained in conflict management strategies to handle disputes effectively and turn them into positive outcomes. When team members know that conflicts will be addressed fairly, they feel more secure and are likely to contribute more positively. Guo, Ryan, Leditschke, and Haines (2022) emphasized that successful conflict resolution involves proactively preventing issues, providing effective solutions, and promoting a collaborative work environment. By implementing these strategies, organizations can build strong, high-performing teams capable of managing challenges and resolving conflicts successfully.

Team Effort Reward and Incentives

Team effort reward and incentives are benefits that organizations utilize to recognize, motivate and reward teams for achieving shared goals, working collaboratively and contributing to overall organizational success. Korner and Butof (2016) stated that reward and incentives aim to boost morale, reinforce positive team behavior and encourage high performance. Otto, Szymanski, and Varada (2020) pointed out that fostering a culture of teamwork through rewards and incentives can result in higher sales, enhanced employee loyalty, and a more positive environment among employees.

Concept of Organizational Performance

According to Dastane (2020), Organizational performance refers to the degree to which an organization achieves its goals and objectives effectively. It involves assessing the company's performance in relation to its set targets. Essentially, organizational performance reflects the actual results achieved compared to the expected outputs, representing the overall outcome of all the organization's processes and activities., it includes both financial and non-financial aspects reflecting the overall health and success of an organization beyond profit, together these aspects provide a comprehensive view of an organization effectiveness, growth potential and impact on stakeholders. For the purpose of this study few non-financial aspects will be examined they include;

Operational Efficiency

Operational efficiency is a core element of organizational performance, ensuring that resources are optimized to achieve maximum output with minimal waste. According to Amoroso & Robelo (2021) Efficient operations improve productivity and profitability, often requiring streamlined workflows and effective use of resources. Strong teamwork is vital to enhancing operational efficiency, as cohesive teams can better align with goals, reduce redundancies, and identify areas for improvement collaboratively. Algashami, Bruce and Schreiber (2018) stated that effective communication within teams supports operational efficiency by promoting clarity and reducing misunderstandings which is essential for meeting deadlines and maintaining quality. Ultimately, operational efficiency requires a well-coordinated, communicative, and proactive workforce, which strengthens an organization's ability to meet objectives.

Enhanced Collaboration

Employee collaboration is a critical factor in enhancing organizational success. Enhanced team collaboration refers to improving how team members work together effectively to reach a common goal, it involves strengthening communication, trust and synergy within the team, making it easier to share ideas, solve problems and make decisions together, enhanced collaboration often leads to innovation and overall team satisfaction by creating an environment where everyone contribution is valued and workflows are optimized for efficiency. Sun, Marshall, Sykes, Maruthapp and Shalhoub (2018) stated that it allows individuals to leverage diverse perspectives and specialized skills toward organizational objectives. Effective teamwork does not only improve productivity but also positively impacts organizational culture, fostering a supportive and communicative environment. Collaboration encourages team members to exchange knowledge and reduce workplace unresolved conflict.

Employee Commitment

Employee commitment is essential for effective teamwork and high organizational performance. According to Neuhaus, Lutnaes, and Bergstorm (2020), Employee commitment is the level of dedication and loyalty an employee feels towards their organization. It reflects their willingness to put effort, align with company goals and remain with the organization on a long term. Committed employees often demonstrate high level of engagement, motivation and job satisfaction, contributing positively to the workplace.

Theoretical Framework

Social Exchange Theory, developed by George Homans and expanded by Peter Blau, provides an insightful lens for understanding teamwork and its influence on organizational performance. This theory suggests that relationships within teams operate on a system of cost-benefit analyses and reciprocal exchanges. In an organizational setting, individuals assess their participation based on perceived rewards and fairness. When team members experience supportive and fair interactions, they are more inclined to invest in the team's goals, contributing to positive organizational outcomes. This theory aligns well with teamwork strategies by emphasizing reciprocity and collaboration. Social Exchange Theory illustrates how team members are motivated to work effectively when there is mutual support and knowledge-sharing. This reciprocity not only fosters a collaborative environment but also drives team productivity, ultimately enhancing organizational success. Additionally, the theory highlights the significance of trust and dedication when employees feel valued by their team and organization, they develop a sense of trust, which strengthens their commitment to achieving group objectives. This commitment is crucial for maintaining high performance across the organization.

Social Exchange Theory also addresses conflict reduction, noting that balanced exchange reduce friction among team members by promoting equitable interactions, the theory helps to create a cohesive team atmosphere essential for smooth collaboration, making it an ideal theoretical foundation for studying the The impact of collaborative strategies on the success of an organization.

Empirical Review

Mohammad and Shahid (2017) explored the connection between teamwork, team spirit, trust within teams, rewards and recognition, and employee performance. within Afghanistan's banking sector. The study focused on bank employees in Kabul, distributing 210 questionnaires, these were confirmed with a Cronbach's alpha reliability coefficient of 0.728. Through multiple regression analysis in SPSS version 21.0, the researchers found that teamwork, team spirit, trust within teams, and reward and recognition positively and significantly influenced employee performance. These findings emphasize importance of these factors in boosting productivity and employee engagement in the banking sector, underlining that a well-organized team environment is key to improving performance.

Agarwal and Adjirackor (2016) examined how teamwork influences productivity in selected schools in Accra. Their study adopted a quantitative approach to investigate the links between teamwork, team morale, trust within teams, recognition, rewards, and organizational effectiveness. With an adjusted R^2 of 70.5%, findings suggested that these predictors positively impact productivity, prompting the recommendation that teamwork practices be widely adopted to boost organizational output. The study demonstrated the effectiveness of teamwork in educational settings, further supporting the notion that collaboration, trust, and recognition contribute to a productive organizational culture.

Salman and Hassan (2016) Studied the influence of teamwork on employee performance within a Malaysian entertainment organization using cross-sectional survey approach with 107 employees. The study focused on factors such as communication effectiveness, Team unity, responsibility, communication skills, leadership qualities, and reliability as key elements of successful teamwork. Data analysis through SPSS version 20 confirmed that these factors, particularly communication, trust, leadership, and accountability has a crucial role in boosting employee performance. Their findings emphasize that structured teamwork practices are beneficial across diverse industries, particularly in enhancing the performance of employees through robust teamwork frameworks.

In a similar study, Nzewi et al. (2015) Investigated the effect of teamwork on employee performance within transportation firms in Anambra State, Nigeria. Using a descriptive survey design, responses were gathered from 219 employees, data were examined using Pearson's Product Moment Correlation. The results showed a strong positive connection between team member commitment and revenue generation. This study recommended that transport companies should adopt teamwork strategies to improve overall performance, asserting that a commitment teamwork fosters organizational success. Together, these studies underscore the universal value of teamwork in driving productivity, engagement, and operational efficiency across various sectors.

Most of the existing literature focused on individual or team level outcome rather than on metrics that capture the performance of the organization as a whole, this angle offers valuable insights for managers aiming to leverage teamwork for business performance.

Many studies often focus on larger cities like Lagos Abuja, research in Ilorin could fill a gap by providing insights from mid-sized metropolis. This helps build a more comprehensive understanding of team work and performance in different urban setting across Nigeria

Also, many studies analyze one or two variables in isolation, this study integrates three key factors which include conflict resolution, effective communication and team reward/incentives in a single framework providing holistic view of Impact of Collaborative strategies and their impact on organizational success. This study is more developed in western context, exploring this study in Guarantee Trust Bank in Ilorin metropolis provides insights into how cultural and economic factors might affect the efficacy of these strategies.

METHODOLOGY

This study employed a survey approach. The justification for using Guaranty Trust Bank in Ilorin metropolis as focus for this study is that Guaranty Trust Bank is one of the Nigeria leading banks, with a significant presence in Ilorin metropolis. This ensures that the study captures insights from a well-structured organization with an established brand reflecting the banking sector general trend. The study's population included all employees of Guaranty Trust Bank branches in Ilorin metropolis. The branches include Unity, Taiwo, GRA, Unilorin, and Kwara State Polytechnic. According to the human resource manager of the Branch which is the biggest branch in the metropolis, total number of staff across these branches include 23, 18, 25, 17, and 22 respectively, giving a total of 105 employees. Simple random sampling approach was utilized to select 19,13,21,12 and 18 employees from each of the branches, larger branches receive more questionnaire and smaller ones receive fewer based on the number of employees at each branch, the justification for using this method is that it ensures that data reflects the employee composition across branches accurately preventing overrepresentation of smaller branches or under presentation of larger ones, which further resulted into 83 respondents. Primary data was obtained through questionnaire distributed to respondents at various branches, responses were analyzed to assess the impact of Teamwork strategies on organizational performance. Inferential statistics was utilized to test hypotheses using simple Linear regression analysis was conducted with the aid of SPSS Version 25.

RESULTS AND DISCUSSION

Objective One:

To examine the impact of effective communication on operational efficiency in Guaranty Trust bank, Ilorin, Kwara State.

Table 1.1: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.866	.520
a. Predictors: (Constant), effective communication				

Source: Spss Output, 2025

Table 1 displays the model summary, revealing a correlation coefficient of 0.932 ($r = 0.932$), which reveals a strong linear relationship between operational efficiency and effective communication. The results also indicate that the coefficient of determination (r^2) is 0.869, or about 87%. This suggests that the model effectively explains 87% of the variations in operational efficiency. The remaining 13% of the variations could be attributed to other factors that may also influence operational efficiency.

Table 1.2: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	442.049	1	442.049	544.261	.000 ^b
	Residual	66.602	82	.8122		
	Total	508.651	83			

a. Dependent Variable: operational efficiency
 b. Predictors: (Constant), effective communication

Source: Spss Output, 2025

Table 1.2 indicates the analysis of variance (ANOVA) table which shows that the F-statistic is significant, with a probability value of 0.000, which is lower than the alpha level of 0.05. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis is supported, confirming the validity of the model that is the model can be used to explain a linear relationship between effective communication and operational efficiency.

Table 1.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.094	.089		1.055	.000
	Effective communication	.409	.074	.400	5.520	.000

a. Dependent Variable: operational efficiency

Source: Spss Output, 2025

Table 1.3 shows the coefficients of the independent variables. The safety (S) coefficient of 0.409 indicates a moderate positive relationship between effective communication and operational efficiency. Additionally, the probability value of 0.000 and the t-statistic of 5.520 further confirm that the relationship is significant, as the p-value ($p < 0.05$) is less than the alpha level of 0.05. Therefore, it can be concluded that enhancing effective communication significantly contributes to improved operational efficiency. Consequently, the null hypothesis is dismissed, and the alternative hypothesis is accepted which states that "effective communication significantly impacts operational efficiency,".

Objective Two

To assess the effect of conflict resolution strategies on employee collaboration in Guaranty Trust bank, Ilorin Kwara State.

Table 2.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.704	.700	.295

a. Predictors: (Constant), Conflict resolution strategies

Source: Field survey, 2025

Table 2.1 provides the model summary, revealing a correlation coefficient of 0.839, which signifies a highly significant direct connection between conflict resolution strategies and employee

collaboration. The result also indicated that the measure of explained variance (r^2) is 0.704, or approximately 70%. The implication is that the model can only account for 70% of the variations in employee collaboration, The remaining 30% of the variations can be explained by considering additional factors that can be used to assess organizational performance.

Table 2.2: ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	247.371	1	123.685	304.64	.000 ^b
	Residual	33.254	82	.406		
	Total	280.625	83			
a. Dependent Variable: employee collaboration						
b Predictors: (Constant), conflict resolution strategies						

Source: Spss Output, 2025

Table 2.2 presents the analysis of variance (ANOVA), where the F-statistic is found to be significant, with a p-value of 0.000, which is lower than the 0.05 alpha level. Therefore, the null hypothesis is dismissed, leading to the conclusion that the model is appropriate. This means the model effectively explains the linear relationship between conflict resolution strategies and employee collaboration. Therefore, the p-value of 0.000, being lower than the alpha level of 0.05, prompts the rejection of the null hypothesis and supports the acceptance of the alternative hypothesis.

Table 2.3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.085	.072		1.031	.000
	Conflict resolution strategies	.486	.082	.441	2.698	.002
a. Dependent Variable: employee collaboration						

Source: Spss Output, 2025

Table 2.2 presents the analysis of variance (ANOVA), where the F-statistic is found to be significant, with a p-value of 0.000, which is below the 0.05 alpha threshold. Consequently, the null hypothesis is rejected, leading to the conclusion that the model is suitable. This means the model effectively explains the linear relationship between conflict resolution strategies and employee collaboration. Therefore, the p-value of 0.000, which is below the alpha level of 0.05, results in the dismissal of the null hypothesis and the acceptance of the alternative hypothesis.

Objective three; To appraise the influence of team effort reward and incentives on employee commitment in Guaranty Trust bank, Ilorin Kwara State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.529	.526	211.125
a. Predictors: (Constant), Team effort reward and incentives				

Source: Spss Output, 2025

Table 3.1 provides the model summary, where the correlation coefficient is 0.727, demonstrating a strong linear connection between team effort rewards and incentives and employee commitment. Additionally, the coefficient of determination (r^2) is 0.529, or about 53%, indicating that the model accounts for just 53% of the variation in employee commitment.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.701	1	108.701	535.473	.001 ^b
	Residual	16.689	82	. 0.204		
	Total	125.39	83			
a. Dependent Variable: employee commitment						
b. Predictors: (Constant), team effort reward and incentives						

Source: Spss Output, 2025

Table 3.2 shows the analysis of variance (ANOVA) results. The F-statistic is significant, with a probability value of 0.001, which is lower than the alpha level of 0.05. As a result, the null hypothesis is rejected, and it is concluded that the model is appropriate. This means the model effectively explains the linear relationship between team effort rewards and incentives and employee commitment.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.377	1.020		12.134	.001
	Team effort reward and incentives	.988	.047	.431	20.933	.001
a. Dependent Variable: employee commitment						

Source: Spss Output, 2025

Table 3.3 displays the coefficients of the independent variables. The coefficient for team effort rewards and incentives is 0.988, showing a very strong positive relationship with employee commitment. Furthermore, the probability value of 0.001 and the t-statistic of 20.933 suggests that this relationship is Significant, since the p-value is lower than the alpha threshold of 0.05. Hence, it can be concluded that changes in team effort rewards and incentives play a role in enhancing employee commitment.

Discussion of Findings

Findings on objective one revealed that a strong positive correlation ($r = 0.932$) between effective communication and operational efficiency in Guaranty Trust Bank, with 87% of performance variations explained. ANOVA results ($p < 0.05$) affirm the model's significance, supporting that effective communication enhances teamwork, goal alignment, and employee morale. This result highlights the critical role of clear communication in reducing misunderstandings and improving overall organizational outcomes. This is in tandem with the work of Mohammad & Shahid (2017). Findings on objective two revealed a significant correlation ($r = 0.839$) between conflict resolution strategies and employee collaboration, with an r^2 of 70%, affirming that conflict management is essential for performance at Guaranty Trust Bank. ANOVA analysis ($p < 0.05$) confirms the model's fit, indicating that effective conflict resolution fosters a positive work environment. This promotes team cohesion, reduces turnover, and enhances productivity, underscoring conflict resolution's value in driving organizational success. This is related to the study of Nzewi, et al (2015)

Findings on objective three revealed a significant positive relationship ($r = 0.727$) between team effort rewards and employee commitment, explaining 53% of employee commitment variability. The ANOVA result ($p = .001$) supports the model's validity, showing that rewarding team efforts boosts job satisfaction and motivation at Guaranty Trust Bank. This result emphasizes the role of recognition in encouraging teamwork, aligning individual goals with organizational objectives, and ultimately enhancing performance and productivity. This is in tandem with the work of Agarwal & Adjrackor (2016).

CONCLUSION AND RECOMMENDATIONS

This study concluded that teamwork strategies including effective communication, conflict resolution, and team-based rewards have significant positive impacts on organizational performance at Guaranty Trust Bank in Ilorin metropolis. Effective communication was found to foster clarity, collaboration, and goal alignment. Conflict resolution strategies were shown to create a constructive environment, enhancing team cohesion and reducing disruptions. Similarly, rewards and incentives for team effort were seen to boost motivation, satisfaction, and commitment. Overall, these strategies collectively enhance productivity and contribute to the bank's success. Therefore, the following recommendations were suggested; Guaranty Trust Bank stakeholders should invest in training programs to improve communication skills across all levels, ensuring messages are clearly conveyed and understood, minimizing errors, and boosting teamwork. Secondly, employees should be trained in conflict resolution techniques, promoting a supportive work environment. Structured conflict management practices can help resolve issues promptly and prevent escalation. Also to sustain motivation and reinforce positive behaviors, Guaranty Trust Bank stakeholders should design incentive programs that reward collaborative efforts. Rewards should be aligned with performance metrics to ensure meaningful recognition of team contributions.

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