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# Team Building And Sustainability Of Lubricant Firms In Anambra State, Nigeria

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**ABSTRACT**
The study examined the team building and sustainability of Lubricant firms in Anambra State, Nigeria with particular reference to eight registered Lubricant firms, whose headquarters are situated in Anambra state. Lack of training and team creativity of work teams in most manufacturing firms was the motivating factor for this research. Two specific objectives of the study were basically to: Investigate the effect of team trust on environmental sustainability of lubricant firms in Anambra state, Evaluate the effect of team training on environmental sustainability of lubricant firms in Anambra state, This study was anchored on Belbins Team Roles Theory. The researcher adopted stratified random sampling because it gives room for the selected level of management to be given an equal opportunity to be picked. The study adopted descriptive survey method of research. Data were generated through primary and secondary source. The method for data collection was questionnaire which was administered randomly among the stated staff of the selected lubricant firms. The population of the study was 1220 and the sample size was two hundred and thirty-four (234) and the target staff was both The top and middle level, while one hundred and eight-three (183) where retrieved. The hypotheses were tested using multiple regression analysis method at 0.05% level of significance. The findings of the study revealed that Team trust had significant positive effect on environmental sustainability of lubricant firms in Anambra state; Team training had significant positive effect on environmental sustainability of lubricant firms in Anambra state; The study recommended that team members should interact with one another in order to understand their weaknesses and strengths, by doing so, they will build trust and support for each other. This will make their team more cohesive. Organization should evaluate coaching type of training and development programs as it is vital towards evaluating team training and assessment of effectiveness in learning outcomes of employees.
**Keywords:** team building, sustainability, Lubricant firms, team trust, environmental sustainability

## INTRODUCTION

### 1.1 Background of the study

The lubricant industry encompassing the manufacture, blending, distribution, and retail of engine oils, industrial lubricants, greases and related products plays a strategic role in any industrializing economy. Lubricants reduce friction, extend equipment life, improve energy efficiency and support sectors as

diverse as transportation, manufacturing, power generation and agriculture Ifechukwu-jacobs, & Atueyi, (2024). In Anambra State, a region with growing small- and medium-scale manufacturing, logistics hubs and a dense network of automotive services, local lubricant firms (both formal manufacturers and small-scale blenders/retailers) contribute to employment, local value chains and service provision for the broader economy. Yet these firms operate in a challenging environment: competition from imported brands and informal suppliers, volatile raw-material costs, regulatory and environmental compliance pressures, and periodic disruptions to distribution and market demand Ifechukwu-Jacobs, Arinze, & Nwangwu, & Atueyi, 2025).

Team building the set of activities, processes and practices that develop cooperation, shared goals, clear roles, communication and trust within and across functional groups is a critical but often under-examined driver of organizational resilience in manufacturing and service firms (Nwangwu, Ohanyere, Nwangwu, & Atueyi, 2025). For lubricant firms, effective teams are needed across functions: production (blending, quality assurance), procurement (raw materials, additives), sales & distribution (outreach, relationships with garages and distributors), technical support (product specification, after-sales), and environmental health & safety (used-oil handling, regulatory reporting). Where teams are cohesive and well-led, firms tend to experience faster problem-solving, fewer production errors, better quality control, improved customer service and more effective compliance with environmental and safety standards Onya, Arinze, & Atueyi, 2025). However, lubricant firms in Anambra State commonly face organizational and human-resource challenges that undermine team effectiveness. Many are small to medium enterprises with informal organizational structures, ad-hoc hiring and limited formal training (Ezeamama, Orji, and Obani, 2024). Role ambiguity, weak leadership, poor internal communication, and adversarial relations between management and workers are frequently reported in similar local contexts.

**1.2 Objectives of the Study.**

The main objective of the study is to examine the effect of team building on sustainability of lubricant firms in Anambra State. Specifically, the study seeks to:

1. Investigate the effect of team trust on environmental sustainability of lubricant firms in Anambra State.
2. Evaluate the effect of team training on environmental sustainability of lubricant firms in Anambra State.

**1.3*:* Hypotheses**

The following null hypotheses have been formulated to guide the study:

1. $Ho_1$: Team trust has no significant effect on environmental sustainability of lubricant firms in Anambra state.
2. $H0_2$: Team training has no significant effect on environmental sustainability of lubricant firms in Anambra state.

## REVIEW OF RELATED LITERATURE

### 2.1 Conceptual Framework

#### 2.1.1 Team building

Team building refers to an effort in which a team studies its own process of working together and acts to create a climate that encourages and values the contributions of team members (Chive, Chen, Lu and Lee, 2006). Arrey (2014) defined team building as the process of helping a work group become more effective in accomplishing the task and in satisfying the needs of the group member. It is one of the most extensive group development activities used for improving performance of both employees and general organization. Brady (2018) asserts that team building involves helping employees and management alike; learn how to work together as a team (Dim, & Arinze, 2025). Accordingly, organizations across the world constantly utilizes a variety of techniques and approaches to help their employees get to know each other and learn how to solve problems, boost personal and collective creativity and work well towards achieving a common goal. Kriek (2017) asserts that organizations utilize a variety of types of teambuilding to facilitate interventions for several purposes which include improving interpersonal

relationships, increasing motivation, aligning with change programs, increasing productivity, finding direction and conflict resolution within the organization (Dim, & Arinze, 2025).

Ikon, Onwuchekwa and Okolie-Osemene (2018) pointed out that team building can influence the performance of the employees of organizations in areas such as: service delivery, competitive advantage, organizational responsiveness, and market value creation for its products and services among others. Thus team building remains vital as a key driving force for improving employees 'performance (Long and Shields, 2010). According to Ajayi and Modupe, (2014), team building involves creating and facilitating the attitudes and processes to teamwork. Fapohunda (2013) assert that team building involves the process of enabling the group of people to reach their goals. According to Jade (2012), team building is a philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers. In team building, the energies of the team or group are directed toward problem solving, effectiveness and maximizing the use of all members resources to achieve the team's purpose. Thus, it is a collective term for various types of activities used to enhance social relation and define roles within teams, often involving collaborative tasks. In organizations, team building seeks to maximize both individual and group productivity, through the attainment of organizational goals and meant to integrate organizations lower level staff and the top management, so that they can work more effectively and produce more profit.

**2.1.2 Environmental Sustainability**

Engert and Baumgartner (2016) described sustainability as environmental practices that are geared towards improving proficiency, shortening reaction time, cutting down energy consumption, reducing waste and toxic material usage, improving resource utilization, and reducing production costs to enhance environmental performance through innovative measures. Environmental sustainability is the ability to maintain an ecological balance in our planet's natural environment and conserve natural resources to support the wellbeing of current and future generations. This pillar is all about protecting the future generations. Environmentally sustainable organizations take steps to enhance efficiencies, reduce resource consumption and waste, and measure and monitor carbon emissions across the entire supply chain. Proactive sustainability strategies enable managers of business firms to address social and environmental issues within their business environments to achieve innovative performance (Engert & Baumgartner, 2016).

Today, many organisations are mapping up their environmental efforts by adopting sophisticated technology, including cloud and sustainability solutions that allow them to track and reduce their environmental impact. To Ayopo (2013), environmental sustainability is important for the wellbeing of current and future generations. Climate change presents a variety of complex environmental, social, and economic challenges for countries across globe. In recent decades, the consequences of climate change have become increasing apparent, from rising global temperatures and more extreme droughts to strengthening tropical storms, destructive wildfires, and devastating floods. As humans and ecosystems across the planet are suffering from the damaging impacts of climate change, many individuals, communities, and organisations worldwide are embracing environmental sustainability and making this critical cause a priority (Eccleset al., 2014).

These efforts will allow us to decarbonize our planet and conserve natural resources to support the health and wellbeing of future generations. For generations, environmental sustainability isn't just good for business. By advocating for sustainability and launching programs that support a healthier environment, organisations across all industries can build brand trust, boost customer loyalty, and enhance employee satisfaction. Environmental sustainability is no longer a luxury for organisations as it's now a corporate social responsibility (Nollet et al., 2016).

**2.1.3 Economic Sustainability**

Economic sustainability refers to practices designed to create the long-term economic development of a company or nation while also managing the environmental, social, and cultural aspect of its activities. It is about balancing economic growth and generating profit with the impact on the environment and people.

There are three key areas of economic sustainability, namely: economic viability, environmental protection and social equity (Okpala 2024).

While it may seem like this pillar is focused on an organisation's ability to remain profitable throughout its lifetime, economic sustainability isn't just about money. An economically sustainable organisation is one that drives revenue and maintains long-term business growth without negatively impacting the community, environment, or health and wellbeing of its employees (Adejola, Joseph & Ojuola, 2024). Economic sustainability allows businesses to decipher where they can improve their sustainability measures and reduce their carbon footprint in order to adhere to new environmental regulations as well as attract new customers and investors (Douye & Chukwu, 2024). The traditional measure of the economic performance is the gross domestic product or GDP, which represents the total value of all goods and services produced by a nation during a given year. Other economic indicators include: Investment in public, Business and private assets, Social investment, Rate of inflation and Government borrowing and debts, Competitiveness/productivity and trade/export/imports etc.

According to Eshra and Beshir (2021), economic sustainability disclosure is simply the organization's effort to utilize available resources efficiently and add value. The study notes that ESR relates more to the production of goods and services needed for exchange and transaction purposes at fair prices for the satisfaction of corporate profit objectives as an obligation to investors, through the satisfaction of identified target market. However, firm achieved economic responsibility through society and community relation, employee relation, and environmental performance. The motivation for the economic dimension is perceived as a purely endogenous function of a company's evaluation of the cost-benefits of such responsibility and other associated firm-specific factors.

Atanda, Oseneme and Ogundana (2021) notes that economic sustainability is the use of existing resources in an optimal way using various strategies so that a responsible and beneficial balance can be achieved in the long-run. It may not only address the financial performance of the reporting company but also the company's effects on the economic circumstances of its stakeholders and on the local, national and global economic systems in which it operates.

## 2.2 Theoretical Framework

### 2.2.1. Belbin's Team Roles Theory

This study is anchored on Belbin's Team Roles Theory

The Belbin's Team Roles Theory, developed by Meredith Belbin, is a model that classifies people into different team roles based on their personality traits, strengths, and weaknesses. These roles focus on getting work done and include implementers, shapers, and completer-finishers. These roles are concerned with interpersonal relationships and include team workers, resource investigators, and coordinators. Belbin Associates in 2012 brought the context of a theory on the characters of the specific team members which describe each team participant to be exceptional in the group performance. Belbin also argued that individuals in a team tend to embrace very special behaviour which can sometimes affect the performance of the organization. To support this argument, he used self-perception questionnaire in his research in order to identify various team roles in the groups in a given organization. Out of his research, Belbin found nine different roles that form very unique characteristics of individual in a team. Belbin in addition determined that every team's role has strengths and weaknesses which must be clearly understood by the leaders. To drive great teams, it is imperative for the leader to clearly understand every role played by the team member. According to him, the highly performing team members had to apply all the combinations of team in order to increase teams' overall productivity, profitability and sustainability.

According to another analysis by Belbin, the team forms the observation that displayed that team characters have important roles in building productive and sustainable teams in every organization. According to Myers-Briggs, he helped the team coordinator to find the behaviour of teams and accordingly placed them in relevant groups to drive the sustainable outcomes.

**Relevance of the Theory**

The relevance of this theory is that it helps to understand more how team work has improved firm performance through combined efforts of employees who have developed over the years, a committed spirit to work toward achieving and sustaining the company's mission and vision.

However, by ensuring that all factors, such as marketing, finance, production and sales get the right resources, the human resources department enables the company's long term sustainable outcomes. In the era of increased competition, the theory recognises the importance of teamwork more than ever before. In an organisation where team role is acknowledged and welcomed, harmonization of departments becomes very simple and easy. It is team spirit that makes it possible for the different departments to work together towards achieving the set goals of the organization. It is also an avenue where individuals' ideas become useful for efficient and sustainable performance. The resources of the organization channelled towards the same objective that is set, unlike some enterprises that do not see the need to organizations for the success of the organization. In addition, teams can expand the outputs of an individual through collaboration. Belbin's Team Roles Theory is a means of improving manpower utilization as well as sustaining performance of individual. Moving further, the implication of this theory is that team workers' potentials can be developed and encouraged towards achieving and sustaining set goals of lubricant firms.

**2.3 Empirical Review**

Ikon, Onwuchekwa and Okolie-Osemene (2018) examined team building and sustainability of employee performance in selected breweries in South East, Nigeria, while the study specifically ascertained the relationship between harmonization and service delivery of the selected breweries in South East, Nigeria. The study used descriptive survey design with a sample size of 262 respondents. Pearson Product-Moment Correlation Coefficient on SPSS ver.22 was used to test the hypothesis at 0.05 level of significance. The study revealed that when there is harmony among the employees of an organization, there is always cohesion, trust, commitment, and understanding of the team dynamics, thereby improving the service delivery of employees of the selected breweries in South East, Nigeria. It was therefore recommended that breweries in South East, Nigeria should employ managers that would be saddled with the responsibility of building harmony through trust among the employees while building teams for effective service delivery and also ensure that team building should go with policy that would checkmate the excesses of the teams.

Ulabor, Akande and Abiodun (2020) investigated the impact of team building on organisational productivity. The objective of this study is to evaluate the impact of team building among the members of the selected case study and to assess the effect of training and retraining of team members on organisational productivity. The study also x-rayed the absence of team building in a workplace which led to low levels of turnover and productivity. the total population of the study was 750 while researcher employed taro Yamane sampling technique to select sample size of 261 because of the large population and hypothesis were tested using Pearson correlation. The finding revealed that if members of the team can work in synergy without considering the differences in the likes of level of educational background and others, the expected productivity will be very high. It was also observed that capabilities of team leader in carrying out the assigned task determined its output especially if the team leader understands the technical knowhow of job and he is friendly with co-team members with a lot of motivation, that this would definitely enhance employees' efficiencies and productivities. The study recommends that team members should trust, support and respect one another individual differences in order to accomplish group common goals and tasks.

Ndalahwa and Chambi (2020) examined the effect of team building process on organizational performance at the Northern Tanzania Union Conference (NTUC). The study applied the quantitative approach and the research design was descriptive correlation design. The targeted population was generated from all employees working at the headquarters of NTCU in Arusha, North East Tanzania Conference (NETCO) in Kilimanjaro region and Tanzania Rift Valley Field (TRVF) located in Manyara region. These sampling techniques involved the entire population of 93 employees to be included in the study. A questionnaire was the main instrument for data collection and tested for reliability and further

validated through content and construct validity procedures. The data analysis procedures included descriptive statistics and inferential statistics. The results indicated that the outstanding and common challenges are poor communication, leadership and conflicts arising from team members.

Karemu, Nyakora, Thoronjo and Nyamboga (2021) determined contribution of employees` team building programs on performance of Mobile Telephone Network Operators (MTNOs) in Kenya. Variables used to analyze contribution of employees` team building programs on performance of Mobile Telephone Network Operators (MTNOs) in Kenya were team building workshops, team building seminars and team bonding meetings. Performance of Mobile Telephone Operators was analyzed in terms of profit margins and market share. Social identity theory was used to explain the contribution of employees` team building programs on performance. Study population was 6,167 which included all the employees in the Mobile Telephone Network Operators in Kenya and a total sample size of 361 employees was obtained although only 258 questionnaires were filled and returned. Proportionate stratification formula was used to allocate sample sizes to each department of the Mobile Telephone Operators. Data analysis was done using descriptive statistics and inferential statistics. The hypothesis was tested at 95% confidence interval and 0.05 α level of significance. Study H0 stated that: employees` team building programs have no significant relationship with performance of MTNOs in Kenya. Goodness of fit model demonstrated that team building programs had a positive influence on performance of MTNOs accounting for 38.1% of the performance (R squared = .381). The study concluded that there was a statistically significant influence of team building programs on performance therefore rejecting the null hypothesis at $\beta = .617$, $P = .000$.

Jones, Richard, Paul, Sloane and Peter (2017) investigated the effect of team building in the organization; it was found that employees working within the team can produce more output as compared to individual effort. Also, in another study carried out by Ingram (2010) on linking teamwork with performance. It was found that a good manager is the one who assigns responsibilities to his/her employees in a form of group or team in order to take maximum output from the employees.

Ada-Mac, Idegbesor and Ngige (2020) explored Team Building and Performance in Organizations: An Exploration of Issues. It describes team building: nature and characteristics, types of teams, stages of team development, team building objectives, building effective teams, effects of team building on performance, challenges to team building; and thus offered a number of positive results/benefits as well as the challenges which team building bequeaths/poses to organizations

Oni and Daniya (2013) examined the impact of empowerment and teambuilding on employee service delivery: A study of a Nigerian bank in Ibadan. Survey design was used for the study which was made up of 315 participants and One Way ANOVA was used to test the hypotheses. From the findings of the study, it was concluded that teambuilding brings about empowerment and thereby increasing employee service delivery

Karrem, Arigbabu, Akintaro and Badmus (2012) examined the impact of team building on employee performance using a survey data collected from 240 employees of two confectionery firms in Accra, Ghana. Descriptive survey design was adopted. One way ANOVA was used to test the hypotheses. Based on the findings, it shows that team building improves employee performance more especially, their service delivery.

Nanor (2010) carried out a descriptive research on the impact of team building on achievement of service delivery in bottling companies in Canada. The study has a population of 280 participants. Data collected were analyzed with the aid of SPSS version 20 in which correlation and regression analysis were conducted. The study established that team building that encourages harmonization increases service delivery of employee.

## METHODOLOGY

### 3.1 Research Design

In this study, descriptive survey research design was adopted since the units of analysis were based on more than one firm, which are registered Lubricant firms in Anambra State. Saunders Lewis and Thornhill (2009) described a research design as the plan on how to answer research questions. This

method was adopted because of the field research that was conducted, data collection and analysis using largely descriptive statistics.

**3.2: Sources of Data**

The source of data in this study was the primary data

**Primary Data:** This consists of all the data obtained personally from respondents through interviews and the use of structured questionnaire. The primary instrument used in the study was a structured five-point Likert Scale questionnaire.

**3.3: Population of the Study.**

The study population comprised employees of registered lubricant firms in Anambra state whose headquarters are also situated in Anambra and they are seven (7). The criterium for the selection was hinged on the basis of data availability. The total staff strength of the seven lubricant manufacturing firms selected for the study was 1220 (Source: State Bureau of Statistics & Human Resource Department of each firm, 2025).

**Table 3.1:** Population Distribution of the registered lubricant firms

| S\No | Names of Manufacturing firms | Location | Number of Employees |
|---|---|---|---|
| 1 | A-Z oil | Nnewi | 270 |
| 2 | Seahourse oil | Ozubulu | 85 |
| 3 | Jezco oil | Onitsha | 103 |
| 4 | Whiz oil | Onitsha | 290 |
| 5 | Chiben | Onitsha | 97 |
| 6 | Ibeto oil | Nnewi | 250 |
| 7 | Visa | Nnewi | 125 |
| | Total population | | **1220** |

Source: State Bureau of Statistics and Human Resource Department of the Respective Firms, (2025)

**3.4: Sample Size and Sampling Technique**

Given the nature of this study, it was difficult to cover the entire population of (1220), so a fair representative, a sample of the population was imperative. Accordingly, the sample size for the study was statistically determined by using the Borg & Gall (1973) formula for calculating sample size as follows:

**Sample Size Determination formula**

$n= (Zx)^2(e)\ [N]$

$(Zx)^2= 1.960$

e = Error of margin (0.05)

N = Population of Interest =

X = Significance Level

$n = (1.960)^2\ (0.05)\ [1220]$

$n = (3.8461)\ (61)$

$= 234.6121 \Longrightarrow 234$

n = 234 employees.

### 3.4.1 Sample Frame

The sample frame was determined by the use of proportional stratified random sampling.

The fraction is 234/1220 = 0.1918

The sample size approximately was 234. The proportionate distribution of the sample by manufacturing firms is shown in the table 3.5.1 below:

**Table 3.4.1**

| S/NO | Names of Manufacturing Firms | (Numbers of Employees)*(Fraction) | Sample Size |
|---|---|---|---|
| 1 | A-Z oil | 270*0.1918 | 52 |
| 2 | SeaHorse oil | 85*0.1918 | 16 |
| 3 | Jezco oil | 103*0.1918 | 20 |
| 4 | Whiz oil | 290*0.1918 | 56 |
| 5 | Chiben oil | 97*0.1918 | 19 |
| 6 | Ibeto oil | 250*0.1918 | 47 |
| 7 | Visa oil | 125*0.1918 | 24 |
| | Total Population | 1220 | 234 |

Source: Field Survey, (2025).

**Sampling Technique**

The study adopted stratified random sampling. Using this method, stratification of the employees was strictly based on their positions in organizational hierarchy: top, middle and operational level management respectively. That is firms' employees who are in supervisory management positions in addition to those in junior positions were randomly selected. Thus random sampling ensures that units of the sample are selected on the basis of chance and all units have an equal chance of being included in the sample.

**3.5 Method of Data Collection**

The instrument for data collection is the structured questionnaire. The researcher and research assistants administer 234 copies of questionnaire to the respondents. The researcher employed the help of research assistants because of the wide area the study covered and in order to make distribution and collection of data easy and possible.

**3.6: Method of Data Analysis.**

Descriptive statistics such as frequency counts, with inferential level of analysis, multiple linear regression was used to test hypotheses 1, and 2 Analyses was done through the application of Statistical Package for Social Science (SPSS 20 windows)

**3.7 Decision Rule**

In testing hypotheses, the calculated value of the test statistic is compared with critical values of the statistic. The critical or table value serves as a benchmark for rejecting or not rejecting the null hypothesis. Therefore, the decision rule applied in this research is to reject the null hypotheses if the calculated value at 5% significance level with respective degrees of freedom is greater than the table value, otherwise do not reject.

## PRESENTAION AND ANALYSIS OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. Two hundred and thirty-four (234) copies were administered, among the staff of the selected firms**.** However, one hundred and eighty-three (183) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned copies of the questionnaires. The validity and reliability of this study was highly ensured, despite the number of copies not returned.

**4.1 Demographic characteristics of Respondent**

**4.1 .1 Gender**

| | | Frequency | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Valid | Male | 63 | 34.4 | 34.4 |
| | Female | 120 | 65.6 | 100.0 |
| | Total | 183 | 100.0 | |

***Source: SPSS Version 21, 2025***

The above table 4.1.1 reveals that the sixty-three (63) of the respondents, which represents 34.4% were male respondents, while one hundred and twenty (120) respondents which represent 65.6% were female respondents. By implication, female respondents were more than male respondents by 31.2% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

**4.1.2 status**

| | | Frequency | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Valid | single | 63 | 34.4 | 34.4 |
| | married | 52 | 28.4 | 62.8 |
| | widowed | 13 | 7.1 | 69.9 |
| | divorced | 23 | 12.6 | 82.5 |
| | separated | 32 | 17.5 | 100.0 |
| | Total | 183 | 100.0 | |

***Source: SPSS Version 21, 2025***

In the table 4.1.2 above, out of the one hundred and eighty-three (183) respondents, sixty-three (63) respondents are single. While fifty-two (52) respondents which represent 28.4 percent were married. Thirteen (13) of the respondents which represents 7.1 are widowed. It is therefore glaring that the majority of the respondents are married as at the time of this study. Again, twenty-three (23) respondents which represent 12.6 percent were divorced. Lastly, thirty-two (32) respondents which represent 17.5 percent were separated. Thus, marital status table help us to know the number of single, married, and divorced respondents that answered the distributed questionnaire.

**4.1.3 level of education**

| | | Frequency | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Valid | OND | 14 | 7.7 | 7.7 |
| | HND\BSC | 66 | 36.1 | 43.7 |
| | MSC | 96 | 52.5 | 96.2 |
| | OTHERS | 7 | 3.8 | 100.0 |
| | Total | 183 | 100.0 | |

***Source: SPSS Version 21, 2025***

In the table above, out of the one hundred and eighty-three (183) respondents, fourteen (14) of the respondents are OND holders, while sixty-six (66) respondents which represent 36.1 percent are HND/BSC holders. Ninety-six respondents (96) which represent 52.5 are MSC holders, while seven (7) which represents 3.8 are PHD holders.

**4.1.4 Age**

| | | Frequency | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Valid | 20-30 | 111 | 60.7 | 60.7 |
| | 31-40 | 53 | 29.0 | 89.6 |
| | 41-50 | 10 | 5.5 | 95.1 |
| | 51-60 | 9 | 4.9 | 100.0 |
| | Total | 183 | 100.0 | |

***Source: SPSS Version 21, 2025***

Table 4.1.3 above shows that respondents whose age bracket falls between 20-30 yrs were one hundred and eleven (111) which represent 60.7 percent. This is followed by those with age bracket of 31-40 years with fifty-three (53) which represents 29%. Also those within age bracket of 41-50yrs were ten (10) which represents 5.5%. Lastly, those with age bracket of 51-60 years with nine (9) which represents

4.9%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

**4.2 Multiple Regression Analysis**

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

**Table 4.2.1 Summary of the Regression Result**

The result of the multiple regressions formulated in chapter three is presented in the tables below

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .901[a] | .811 | .806 | .630 | .811 | 152.014 | 5 | 177 | .000 | 1.613 |

a. Predictors: (Constant), TTRA, TT,

b. Dependent Variable: LFS

Table 4.2.1 shows that $R^2$ which measures the strength of the effect of independent variable on the dependent variable has the value of 0.90%. This implies that 90% of the variation on team building and sustainability of lubricant firms in Anambra state is explained by variations in for team trust, team training, team creativity, team leader competence and team communication. This was supported by adjusted $R^2$ of 0.90%.

Test for autocorrelation: This is used test whether errors corresponding to different observation are uncorrelated. If the value of the durbin-watson from the regression result is close to 2 there no autocorrelation in that regression result, but if it deviates significantly then there is autocorrelation. The Durbin-Watson statistic (D.W) of 1.6 reveals no autocorrelation in the models. Hence, the result is good for business analysis because the Durbin Watson result is 1.613

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 302.062 | 5 | 60.412 | 152.014 | .000[b] |
| | Residual | 70.342 | 177 | .397 | | |
| | Total | 372.404 | 182 | | | |

a. Dependent Variable: LFS

b. Predictors: (Constant), TTRA, TT,

The f-statistics value of 152.014 in table 4.2.2 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variable such as team trust, and team training, can collectively explain the variations in team building on sustainability.

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 2.151 | .291 | | 7.401 | .000 | 1.578 | 2.725 |
| | TT | .211 | .055 | .198 | 3.875 | .000 | .319 | -.104 |
| | TTRA | .101 | .095 | .085 | 2.067 | .008 | .289 | .086 |

a. Dependent Variable: LFS

**A'priori Criteria:** This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table above, we found out that Team trust has a positive sign given its value as .211; this implies that a unit increase in Team trust increases the sustainability by 21%, this conform to the a' priori expectation. Team training has a positive sign given

its value as .101; this implies that a unit increase in Team training increases the sustainability by 10%, this conform to the a' priori expectation.

T- Statistics**:** The t-test is used to measure the individual statistical significance of our explanatory parameter in the model. From table Coefficients above Team trust is 3.875, this is statistically significant, this suggest that it contribute significantly to sustainability**.** Team training is 2.067 this is statistically significant, this suggest that it contribute significantly to sustainability at 5% level of significant**.**

**4.3 Test of Hypotheses**

Here, the two hypotheses formulated in chapter one was tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

**4.3.1 Test of Hypothesis One**

Ho1: Team trust has no significant effect on environmental sustainability of lubricant firms in Anambra state.

Team trust has a t-statistics of 3.875 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypothesis which state Team trust has significant positive effect on environmental sustainability of lubricant firms in Anambra state.

**4.3.2 Test of Hypothesis Two**

$H0_2$: Team training has no significant effect on environmental sustainability of lubricant firms in Anambra state.

In testing this hypothesis, the t-statistics and probability value in table above is used. Team training variables have a t-statistics of 2.067 and a probability value of .008 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which state that Team training has significant positive effect on environmental sustainability of lubricant firms in Anambra state

**4.4 DISCUSSION OF FINDINGS**

This research examined the effect of team building on sustainability of lubricant firms in Anambra state. Data were sourced from the employee of the selected lubricant firm. The data generated were subjected to statistical analysis and the following output was ascertained.

**Team trust and environmental sustainability**; The study found that team trust had significant positive effect on environmental sustainability. This implies that improved team trust would translate to increased environmental sustainability. It creates a less need for supervisor thereby enhancing team trust for organization to improve the quality of sustainability for all employees, organizations should implement a systematic, comprehensive safety program and health training program for new employees. The findings is in line with the study of Yohanes, Sautma and Togar (2019) investigated the effect of organizational trust and organizational citizenship behavior towards employee performance in Fave Hotel Rungkut Surabaya, Indonesia. The study found that organizational trust affects organizational citizenship behaviors. Secondly, organizational trust affects company performance

**Team training and environmental sustainability**: The study found that Team training had a significant positive effect on environmental sustainability of selected lubricant firm. This implies that Team training provide motivation and propel employees to behave in ways that would lead to environmental sustainability. Alfandi and Alkahsawnch (2014) found that enriched Management commitment to safety is a significant factor that encourages entrepreneurial venture success which results in enhanced workers productivity and performance.

**CONCLUSION AND RECOMMENDATION**

**5.1 Conclusion**

This work specifically addressed team building and sustainability of Lubricant firms in Anambra State, Nigeria with particular reference to eight (8) registered Lubricant firms in Anambra State. The result of data analysis and the discussion of the findings thereafter revealed the importance of team building in the organizations. Team building was found to have positive and significant impact on organizational

sustainability, and this brings benefits in terms of higher productivity, better organizational performance, competitive advantages and increased quality. The study also revealed that team trust positively influenced performance sustainability in firms under study, and that there was a strong positive relationship between esprit de corps and sustainability in Lubricant firms. When an employee is in a team, his or her performance is automatically improved and invariably, job satisfaction is also enhanced. Team offers better utilization of skills and reduces the tendency to quit. For teams to perform effectively, there is need for some team builders to possess levels of skills such as technical expertise, problem solving and decision-making as well as interpersonal skills. No team can achieve its sustainability potentials without developing all core variables of team building use in this study.

**5.2 Recommendations**

In line with the findings of the study, the following recommendations were made:

1. Team members should interact with one another in order to understand their weaknesses and strengths. By doing so, they will build trust and support for each other, which will make their team more cohesive.
2. Organization should evaluate coaching type of training and development programs; it is vital to evaluate team training in order to assess its effectiveness in the learning outcomes of employees.

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