Fostering A Positive Work Environment and Team Cohesiveness of Registered Hospitality Sectors in South-South, Nigeria

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Abstract

The research investigated the correlation between work environment and team cohesiveness of registered hospitality sectors in South-South, Nigeria. The study adopted the cross sectional survey and random sampling techniques to select participants. The study comprised a total target population of 597 workers from 26 registered hospitality sectors in Rivers State. Based on this 234 was statistically selected as the sample size. The likert 4 point scale structured questionnaire was used in the collection of both qualitative and quantitative data after ascertaining the validity and reliability of the data collection. Spearman's Rank Order Correlation was used to test the bivariate hypotheses. The study reveals a strong and positive correlation between the elements of the work environment (working hours, relationship with workers and support from supervisors) and the indicators of team cohesiveness (task coherence and feedback). The study revealed that there is a substantial correlation between the work environment and team cohesion. One of the recommendations from the research is that hospitality sectors in Rivers State should priorities the creation of a conducive working environment to enhance effective team cohesion.

Keywords: Work Environment, Working Hours, Supervisors' Support, Team Cohesiveness, Task Cohesion and Feedback.

INTRODUCTION

In a typical work environment, significant components are physical and behavioural constituents. Office environment positively affects the behaviour of individual employees. Thus, the excellence of working act as an essential function. In determining the level of employee and workers motivation, productivity and performance. Employee producing is the most significant interest nowadays, it can play a positive or negative role depending on prevailing physical conditions in the working environment. Furniture design, ventilation, noise, light, supervisor support, work space, communication, fire safety measures that affect employee productivity. The environment of a business, encompassing aspects like layout, atmosphere, design and lighting has emerged as a key differentiator impacting business success. Organizations are increasingly leveraging strategic design intervention to craft unique spatial experiences for stakeholders, including partners, customers and employees betting themselves apart from competitors. The attention in the work place environment is of rising concern because most employees spend at least fifty percent of their lines within indoor environment. The pursuit of organizational success in today's business world

lies not only in an organization's ability to promptly respond to the unpredictable and fast changing environment or the assemblage of a multi-skilled workforce.

For organizations to succeed, teams must be able to work together effectively. Cohesive and effective teams are the backbone of every productive workplace. For a team to be cohesive, it must meet the following conditions: all members must contribute equally to team activities; there must be open and honest communication among team members; they must freely share and exchange ideas; they must be able to resolve conflicts within the team; they must have strong interpersonal ties; and they must be able to overcome and resolve problems (Kozlowski & Ilgen, 2006). Only with strong unity can these groups go about their everyday tasks efficiently. Teams need to be very cohesive if they want to perform well. Companies all across the globe rely on teams as the backbone of their project, activity, and task management systems. More and more, multinational corporations are using high-performance teams to implement complex business plans to gain a competitive edge. Cohesive teams are more cooperative and successful in reaching their objectives, and there are many benefits to working in a team, such as the variety of knowledge, skills, and resources offered by team members (Salas et al., 2005). Workplace cohesiveness may indicate a company's long-term success or failure, and excessive stress, tension among coworkers, and an absence of teamwork within a team setting are all ways to hurt team performance.

Organizations are quickly realizing that in order to thrive in a constantly changing market environment, they must develop distinctive dynamic features that ensure their competitive advantages. Accordingly, they are concentrating on exploiting their employees, particularly employee productivity, as a source of strategic advantage. Organizational sustainability depends on understanding the key factors that affect employee productivity and choosing solutions for improvement. Working environment is one of the most important components which influence employee performance within an organizational setting. In today's competitive business environment, monetary benefits alone are not enough for employees in order to achieve higher performance. However, a combination of monetary and non-monetary rewards is more effective in achieving higher levels of employee performance, which leads towards achievement of organizational goals. Nguyen et al (2015), emphasized that having a workforce with their expertise and skills does not ensure success.

Teams are an integral part of most companies and are essential to the success of contemporary businesses (Kozlowski & Ilgen, 2006). No matter the setting - a crowded workplace (Simons & Peterson, 2000) or a distant, constrained, or hostile one (Bishop, 2004) -a team of people working together may do more than the same number of individuals working alone. Team members strive to enhance the group's ability to cooperate cohesively towards a shared objective, defined as the group's capability to function well together (Herrity, 2023). Most individuals aren't born with a knack for building cohesive teams, so it's important to teach them how to do it. A team setting can boost morale and assist under-qualified or overworked individuals (Salas, Sims, & Burke, 2005). Effective team management is responsible for improving competitive difficulties. When looking for a job or trying to keep things running smoothly, it's important to look at the corporate milieu, which includes the work environment. A positive work atmosphere may boost morale, while a negative one might demotivate you. Understanding workplace attributes can lead to a healthy work environment and strong team cooperation (Herrity, 2023). To persevere through the sacrifice,

danger, and adventure that comes with devotion, people want to invest in meaningful things, have dependable organizations that are effective and profitable, build trustworthy businesses, and create something they care about. This necessitates an environment at work that encourages productive cooperation, strong team connections, and solid team building

Teams of individuals working together towards a similar objective impact everyone's life, so organizations worldwide are shifting from functionalized structures to teams embedded in more complicated workflow systems (Mathieu, Marks, & Zaccaro, 2001). Mack (2023) asserts that solidifying a company's culture and goals requires all employees to embrace the vision, contribute to its realization, and foster a positive work atmosphere. While there is a wealth of descriptive literature on work environment and team cohesion (Hoegl & Parboteeah, 2007; Bishop, 2004), the lack of empirical research on these topics in the context of registered hospitality sectors is what drives this study. From the researcher's observation, there has been paucity of research efforts that considered the predictive role of work environment on team cohesiveness hence a knowledge gap exists which this study as its point of departure seeks to examine the relationship between work environment and team cohesiveness of registered hospitality sectors in south-south, Nigeria.

Statement of Problems

Work environment as a systems, procedures, tools, structures and or conditions at the working place of an employee which could be favourable or unfavourable to the productivity levels of individuals. Rules, policies, resources, internal and the external factors of environment are under the umbrella of working environment. Illic et al (2020) stated that there is more attention required in dealing and identification of workplace environmental conditions that influence the employees' performances. Teams need leaders who can guide them, provide them with information, and constantly encourage cooperation. It may be challenging to create a cohesive team environment where professionals can effectively interact, even though collaboration is often much valued in workplaces across sectors. The majority of hotels are currently facing issues related to ineffective leadership, unclear goals, a lack of trust, a communication gap, unequal decision-making, poor conflict resolution skills, accountability, improper workflow management, physical separation due to advanced technology, insufficient incentives, and poor collaboration among large teams (Indeed Editorial Team, 2023), for example. According to Birt (2023), several factors can hinder team cohesiveness. These include inaccuracies, issues with personalities, withholding information, low engagement, internal competition among coworkers, philosophical differences, different goals, habitual clashes, a lack of self-awareness, working remotely, and skills overlap, managing the team's performance in the face of such inherent uncertainty Maintaining a productive work atmosphere and strong team cohesion while controlling furious outbursts is important. From the above, the study focused on work environment and team cohesiveness of registered hospitality sectors in South-South, Nigeria. The following null hypotheses were tested.

Research Hypotheses

The following hypotheses were stated in a null form:

1.   There is no significant relationship between working hours and task cohesiveness of hospitality sectors in Rivers State.

2. There is no significant relationship between working hours and feedback of hospitality sectors in Rivers State.

3. There is no significant relationship between relationship with workers and task cohesiveness of hospitality sectors in Rivers State.

4. There is no significant relationship between relationship with workers and feedback of hospitality sectors in Rivers State.

5. There is no significant relationship between supervisors support and task cohesiveness of hospitality sectors in Rivers State.

6. There is no significant relationship between supervisors support and feedback of hospitality sectors in Rivers State.

Literature Review

In a work environment, significant factors include physical and behavioural element associated with employees ability and thus affect their behaviour in terms of productivity. Therefore the work environment would affect cognitive as well as their emotional conditions, concentration, behaviour, actions and abilities. Henri Tajfel's most important psychological contribution, social identity theory, served as the study's foundation. Social identity is defined in this idea as an individual's sense of self in relation to their team(s) of affiliation. According to Tajfel (1979), one's sense of pride and self-worth is greatly enhanced by the organisations to which one belongs, whether it's a socioeconomic class, a family, a football club, etc. Being a part of a team gives us a sense of social belonging, or society identity.
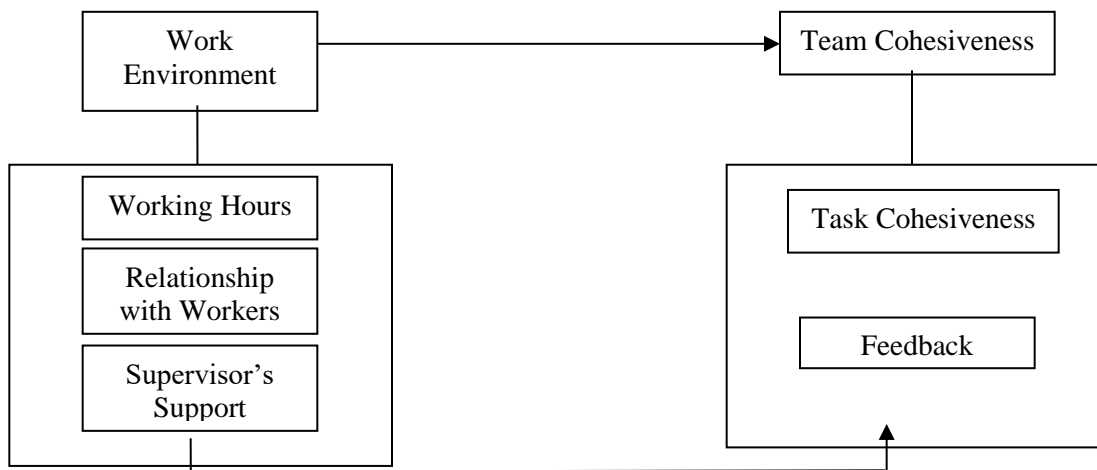
Conceptual Framework

Figure: A framework of work environment and team cohesiveness
Source: Dimensions were adopted from the work of Malik, Abnad, Gomez and Ali (2015) and measures were adopted from Salas, Crossman, Hughes and Couttas (2017).

Concept of Work Environment

In the current dynamic business environment, organizations are not merely aiming for survival but are actively pursuing success. The concept of work place culture has its roots in the principles of positive psychology and organizational culture. The physical environment of the work place environment is the location and the surrounding area with tangible assets in the work area such as ventilation, noise levels, quality of air in the workplace (Matthew, 2014). Working environment can stimulate job effectiveness. Work place is a forerunner for the employees' achievement and performance. In today's competitive business environment, employees' comfort and welfares management on the job determine the level of their commitment and performance. Workplace environment has been recognized in today business environment as an important factor for measuring employees' productivity. Now a day's no organization can perform at peak levels unless each employee is committed to the organization's objectives, and this can be done by putting the structure of work place environment in good order.

Work environment is the sum of all the factors that make up the setting in which workers do their jobs and are influenced by their surroundings. Therefore, some parts are obvious and others are more nuanced; still, employees are usually expected to adapt to this component of their job (Glassdoor Team, 2021). The work environment has a significant impact on both full-time and part-time employees, and it is equally important for workers to adjust to their employment environment in order to foster team cohesion. The success or failure of a firm is directly correlated to its work environment. It is the determinant of both the workers' performance and the effectiveness of their supervisory team. Since everyone has unique expectations from their work environment, what works for some people might be stifling for others (Ariella, 2022). Positivity in the workplace is defined as the following: recognizing employees' contributions through job benefits and opportunities for advancement, encouraging staff participation in decision-making (through methods such as peer interviewing), rewarding productive employees, supporting workers' individuality, promoting individual work styles, and encouraging communication among employees. It should promote an environment where workers can learn, respect feedback between supervisors and subordinates, hold people responsible for their actions, and help teams succeed by promoting teamwork among employees. Recognizes and eliminates ineffective business practices that reduce organizational effectiveness, encourages a healthy work-life balance for all employees, and learns from its failures.

Working Hours

In organizations and on the home front, the challenge of work/life balance is rising to be top of many employees' and employees' consciousness. The issue of long working hours is one of the most important components of an employment relationship most organizations have now embraced the culture of long working hours, which is considered a prerequisite of organizational commitment. Working time creates appropriate rest breaks and daily or weekly rest periods and aims at minimizing wasted time at workplaces. Short working time has the effects of increasing productivity, actual practice of short working time tends to improve mental and physical health required to remain alert in the workplaces thereby improving labour productivity. The influence

of working hours on productivity is important to consider and understand, as regulating working time and managing the overall organization (Collewet & Savermann, 2017).

Supervisor's Support

According to Venkataramani et al (2013), supervisor's support can enhance employee behavior. They as supervisors plays a vital role in enhancing employee's behavior were such as giving support and feedback, sharing information and knowledge, promotion and knowledge, promotion, recognition and rewards, and providing training. When a supervisor takes steps to encourage their employees to show off their skills, knowledge, and attitudes, it's called "supervisor support" (Rhoades and Eisenberger, 2002). The importance of supervisors to the effectiveness of training has been highlighted by Bhatti et al. (2013). Supervisors are essential to every business since they oversee employees and make sure they are contributing to the company's objectives. A competent employer has the power to motivate its employees to reach new professional heights. Supporting workers may be achieved by supervisors via active listening, positive reinforcement, clear and constructive criticism, an emphasis on professional growth, open lines of communication, acknowledging both strengths and areas for improvement, and monetary compensation for achievements (Northup, 2023). As a leader, you should make it a priority to assist your employees in reaching their own objectives and developing their skills. By being there for their workers on a personal, emotional, and professional level, supervisors may foster growth. Managers take responsibility for their team's output when they allocate tasks to the right people, keep everyone on track to complete their work by the due date, and oversee the scheduling of employees. It is the supervisor's responsibility to ensure that their teams are running efficiently. The capacity to distribute tasks to the right employees in an effective and efficient manner is a top management skill. A supervisor's role is to assess an employee's performance and make sure their abilities are being put to good use.

Relationship with Workers

Workplace relationships specifies expectation for interactions between people in different position within a company or organization. It is also likely that a direct report will need coexistence. Psychologists have identified the desire to feel connected to others as a basic human need, and interpersonal relationship have a significant impact on our metal health, to foster employee interaction in the workplace. The impact of workplace relationships on workers/employees has been the important object of research positive relationship are one of the five pillars of wellbeing considering that relationship may be the must important source of life satisfaction and wellbeing. The quality of our relationships at work matters not only for our ability to flourish personally, but is also to enhance our sense of achievement. An individual in an organization will have relationship with line managers, colleagues, team members, mentors and other employees such as cleaners and caterers. The nature of interactions can either promote trust respect and enabling mutually goals to be met. Relationship are enhanced by both the experience and expression of positive emotions.

Team Cohesiveness

Two or more individuals can be considered part of a team if they engage in social interaction, have a common goal or goals, work together to achieve that goal or goals, differ in their responsibilities and obligations, and are interdependent on one another in terms of workflow, outcomes, and external contexts and task environments (Kozlowski & Bell, 2003; Kozlowski, Gull). According to Kirkman (2000), a team at work consists of people who share responsibilities for completing one another's job and work together to achieve a shared goal. The term "work team" is defined by Robbins (2000) as a collection of individuals whose combined efforts result in a greater whole than the sum of their individual contributions. The increasing prevalence of team-based organizational structures is a reflection of the conviction that cooperation may produce outcomes that a comparable number of people working alone cannot, which is understandable given the significance of groups and teams in human life. In order to establish the team's objectives and priorities, team building exercises are useful (Gibson, Ivancevich, and Donnelly, 1994). It may also help define everyone's responsibilities on the team.

The action or fact of forming a united whole. A group's propensity to stick together and stay together in the pursuit of its practical objectives or the fulfillment of its members' emotional needs is one positive way that cohesiveness has been characterized. Cohesiveness is the degree to which a group's members voluntarily experience a sense of unity. Workers give their all when they feel they are contributing to a cohesive unit that they can take pride in being a part of. As devoted team members, they excel in areas such as communication, trust, motivation, and loyalty (New Zealand Management, 2001). Robbins (2000) asserts that group cohesiveness, defined as the degree to which members are intrinsically driven to stay in the group, varies across different types of groupings. According to New Zealand Management (2001), a laid-back, welcoming, and amicable atmosphere is perfect for a cohesive, self-supporting workforce. Team members pay close attention to one another and engage actively in the many conversations that take place. In a well-functioning group, everyone has a voice, everyone knows and supports the group's mission, everyone is open to constructive criticism, everyone works together to achieve choices, and everyone is aware of and supports the group's objectives. When everyone pitches in and does their part, when everyone knows their role and is willing to do it, when everyone shares the group's values and beliefs and looks out for each other, and when the leader doesn't beg or scream for attention, the group looks unified. There are substantial positive and negative dynamics for group performance in highly cohesive groups (Luthans, 2002). However, less powerful organizations do not wield quite the same amount of power.

Task Cohesiveness

Cohesiveness in completing a task is the degree to which a group's members are willing to put their differences aside and work together. The capacity of a group to work together productively towards a shared objective is known as task cohesiveness (Schneider, Gruman, & Coutts, 2012). The importance of when a team works together for extrinsic motivations, like winning trophies, it fosters a sense of purpose among its members (Schneider et al., 2012; Richardson, 2013). That goes against the whole idea of working together as friends off the field and on it, and instead makes winning every game more important to achieve the goals set forth (Smith et al., 2013). Team

members with a high level of work environment task cohesion are those that are highly motivated to collaborate in order to achieve a shared objective.

Team Work

In almost every company or organization, teamwork plays a vital role in setting things accomplished. It is an effective way to reduce the organizational hierarchy and increase the employee involvement. According to Quick and Nelson (2003), teamwork involves people with complementary skills who share common mission and goals. Business is full of risks and managers operates in an uncertainty environment and the ability of any organization to respond successfully to challenges posed by the present dynamic nature of economic situations will largely depend on how well the organization can effectively and efficiently manage the human resources at its disposal. Today's work environment is different, diverse and constantly changing. Companies have come to realize the importance of comfort in the work place environment, improving on functional ergonomic elements in order to retain quality personnel, increase productivity and maintain a competitive edge.

Feedback

Feedback is seen as information from an output that was looped back into the system. Employees are working in insecurity and unhealthy environment pretentious occupational disease due to the negative influences of the environment on their performance, which affects the overall productivity of the organization (Chandrasekar 2011). When people in a team get along and participate, it's called feedback (Richardson, 2013). The aim is to collaborate as a group and make it such that the audience is comfortable enough to talk and enjoy themselves while the show is going on (Richardson, 2013; Murray, 2006). Cohesive social networks not only foster camaraderie and cooperation on the field, but also have positive effects off it (Filho et al., 2014). People achieve feedback when they willingly engage with one another and collaborate despite their cultural, behavioural, and ideological differences. For a group to function cohesively, its members must be able to get along and feel like they belong. Take it for what it is: the "glue" that holds everything tight. Issues of trust, belonging, and shared values are at the heart of it. Weak and fragile ties between the constituents are a direct outcome of the widespread belief that the boundary separating most individuals from other social groups is always blurry. This kind of social degradation prevented a lot of individuals from attending community functions.

Empirical Review

Qu, Kurokawa, and Han (2021) look at the difference between social cohesion and task cohesion to help people work together in groups. A player's past group performance and social cohesiveness are both correlated with task cohesion, according to the data. Enhances a player's ability to withstand betrayals. A dissatisfied player may recall happier times when task cohesiveness was stronger and decide to remain with her current group. The findings show that social cohesiveness hinders cooperation, but task cohesion. The literature on assessing performance and cohesion is reviewed by Salas (2015). We looked at empirical studies to find out more details on how

cohesiveness is conceptualised, measured, and linked to performance. There are stronger correlations between team cohesiveness and performance, according to the findings. Hamilton, Nickerson, and Owan (2003) found that teams help organisations increase output. According to the study's findings, teams do better than individuals when tasks call for a variety of skills, opinions, and knowledge. The three most important aspects of a successful team, according to Fleming (2001), are team cohesiveness, team objectives, and team results. According to Galloway (2000), there are many benefits to team building, including better cohesiveness, more work satisfaction, more productivity, more profit, and more social satisfaction. Robbins (1997) points out, teams are able to rapidly form, deploy, refocus, and dissolve. Leigh and Maynard (1995) found that effective teams are able to examine how a corporation accomplishes its objectives. Output, member satisfaction, and the ability for sustained collaboration are the three primary metrics that assess the efficacy of group operations. Porter, Lawler, and Hackman (1975) stated that team building activities enable team members learn new methods of interacting in the workplace, which may improve team performance.

Methodology

The research used a cross-sectional survey design to achieve its aims. A total of 597 workers from 26 Registered Hospitality Sectors in South-South Nigeria were included in the study, and a sample of 234 individuals was selected using the Krejcie Morgan 1970 table. The approach used was a simple random sampling. A systematic survey was administered to the selected participants. The independent variable, work environment, was measured using three factors: working hours, relationship with workers and supervisor's support. Five items were used to measure each component. The component being studied, team cohesiveness, was assessed using two measures: task cohesion and feedback. The Cronbach alpha was used to assess the dependability of the variable. The questionnaire questions were evaluated using a 4-point Likert scale, ranging from 1 (strongly disagreed) to 4 (strongly agreed). The Spearman rank order correlation coefficient was used to analyse the hypotheses about the previous state.

Test of Hypotheses

234 copies of questionnaire were distributed, but only 210(89.7%) copies were returned. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below. Where $P < 0.05$ = Reject the null hypotheses. Where $P > 0.05$ = Accept the null hypotheses.

Table 1: Correlations between Supervisors support and measures of team cohesiveness

			Supervisors Support	Task Cohesion	Feedback
Spearman's Correlation rho	**Supervisors support**		1.000	.822[**]	.839[**]
		Sig.(2-tailed)	.	.000	.000
		N	210	210	210
		Correlation Coefficient	.82 2[**]	1.000	.796[**]

Task cohesivenes	Sig.(2-tailed)		.000	.	.000
	N		210	210	210
Feedback	Correlation Coefficient		.839**	.796**	1.000
	Sig.(2-tailed)		.000	.000	.
	N		210	210	210

**.Correlation is significant at the 0.01 level (2-tailed).
      Source: SPSS Output, 2024.

Supervisors Support and Task Cohesiveness: Column five of Table 1 above shows a rho value of 0.822** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating supervisors' support and task cohesion. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H0₁) which states that there is no significant relationship between supervisors' support and task cohesion is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between supervisor's support and task cohesion.

Supervisors Support and Feedback: Column six of Table 1 above shows a rho value of 0.839** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis involving supervisors' support and feedback. Since the significance value is less than the alpha level of 0.05, the null hypothesis (HO₂) which states that there is no significant relationship between supervisors' support and feedback is rejected and the alternate hypothesis is accepted. This implies that there is a highly significant positive relationship between supervisors' support and feedback.

Table 2: Correlations between working hours and the measures of team cohesiveness

			Working Hours	Task cohesion	Feedback
Spearman's rho	Working Hours	Correlation Coefficient	1.0	.842**	.835**
		Sig.(2-tailed)	.	.000	.000
		N	210	210	210
	Task cohesion	Correlation Coefficient	.842	1.000	.794**
		Sig.(2-tailed)	.000	.	.000
		N	210	210	210
	Feedback	Correlation Coefficient	.835	.794**	1.000
		Sig.(2-tailed)	.000	.000	.
		N	210	210	210

**.Correlation is significant at the 0.01level (2-tailed).
 Source: SPSS Output, 2024.

Working Hours and Task Cohesion: Column five of Table 2 above shows rho value of 0.842** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating working hours and task cohesion. Since the significance value is less than the alpha level of 0.05, the null hypothesis (HO$_3$) which states that there is no significant relationship between working hours and task cohesiveness is rejected and the alternate hypothesis is accepted. This implies that there is a highly significant positive relationship between working hours and task cohesion.

Working Hours and Feedback: Column six of Table 2 above shows a rho value of 0.835** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating to working hours and feedback. Since the significance value is less than the alpha level of 0.05, the null hypothesis (HO$_4$) which states that there is no significant relationship between working hours and feedback is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between working hours and feedback.

Table 3: Correlations between relationship with workers and measures of team cohesiveness

		Relationship with workers		Task cohesion	Feedback
Spearman's rho	Relationship with workers	Correlation Coefficient		.842**	.835**
		Sig.(2-tailed)	.	.000	.000
		N	210	210	210
	Task cohesion	Correlation Coefficient		1.000	.794**
		Sig.(2-tailed)	.000	.	.000
		N	210	210	210
	Feedback	Correlation Coefficient		.794**	1.000
		Sig.(2-tailed)	.000	.000	.
		N	210	210	210

**.Correlation is significant at the 0.01level (2-tailed).
Source: SPSS Output, 2024.

Relationship with workers and Task Cohesion: Column five of Table 3 above shows rho value of 0.842** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating relationship with workers and task cohesion. Since the significance value is less than the alpha level of 0.05, the null hypothesis (HO$_3$) which states that there is no significant relationship between relationship with workers and task cohesion is rejected and the alternate hypothesis is accepted. This implies that there is a highly significant positive relationship between relationship with workers and task cohesion.

Relationship with workers and Feedback: Column six of Table 3 above shows a rho value of 0.835** at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating to relationship with workers and feedback. Since the significance value is less

than the alpha level of 0.05, the null hypothesis (HO4) which states that there is no significant relationship between relationship with workers and feedback is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between relationship with workers and feedback.

Discussions of Findings

The data analysis shown above illustrates a correlation between the work environment, namely the assistance provided by supervisors and the working conditions of the workplace, and the level of team cohesion. The following sections provide detailed explanations for each theory.

Supervisors provide assistance and promote unity in completing tasks.
The data analysis findings shown in Table 1 indicate a robust correlation between the assistance provided by supervisors and the level of task cohesiveness. The P-value of 0.000 indicates that there is a significant association between supervisors' support and task coherence. Additionally, the rho value of 0.822 indicates a strong positive correlation between the variables. This results aligns with Salas (2015), whose research demonstrates a substantial correlation between team cohesiveness and organizational success. According to Penning de Vries, Knies, &Leisink (2022), supervisor assistance at important work-life events helps create shared perspectives among workers, both horizontally and vertically.

Support from Supervisors and Feedback
The bivariate hypothesis 2 analysis in Table 1 revealed a substantial and statistically significant correlation between supervisors' support and feedback. The P-value of 0.000 and the rho value of 0.839 indicate a significant positive link between the assistance provided by supervisors and feedback. The report aligns with the findings of Mohamed and Ali (2016). Supervisors' support has a significant correlation with job satisfaction and affective commitment, and it may enhance workers' affective commitment. The findings corroborate the conclusions of Salas et al. (2005) that the cohesion of teams may enhance morale, provide assistance to team members who are overworked or under qualified, and predict the performance of team members. Physical work conditions refer to the environmental factors and circumstances in which work is performed, such as temperature, lighting, noise levels, and ergonomic design. Task cohesion, on the other hand, pertains to the level of unity and cooperation among team members in completing a certain task or goal.

The results presented in Table 2 indicate a significant correlation between the working hours and task cohesion. The association between the variables indicates that improving working hours might enhance task cohesiveness. The P-value of 0.000 indicates a significant relationship between process innovation and exploitation. Additionally, the rho value of 0.842 demonstrates a strong positive association between the factors of work environment. The findings align with those of Fleming (2001), which indicate that work environments that improve team task outputs, objectives, and team cohesiveness were rated as the most essential factors for team performance. Additionally,

it aligns with the findings of Porter et al. (1975) that team cohesiveness contributes to enhancing team performance and work conditions.

Working hours refer to the environment and circumstances in which work is performed, including factors such as temperature, lighting, noise levels, and ergonomic design. Feedback, on the other hand, pertains to the level of unity, cooperation, and mutual support among individuals within a group or community. The research in Table 2 demonstrates a substantial correlation between the working hours and feedback. The P-value of 0.000 indicates a significant relationship between working hours and feedback, while the rho value of 0.835 indicates a strong positive correlation between the variables. An organised physical work environment has a beneficial impact on team morale and cohesion. This supports the findings of Filho et al. (2014) that feedback has an impact on working circumstances, motivating individuals to willingly interact and cooperate with one other, even if they come from diverse cultural origins, have various religious beliefs, and have varying behavioural standards. This discovery aligns with the research conducted by Richardson (2013), which shown that feedback positively impacts friendship and collaboration.

Conclusion

This research investigated the work environment and team cohesiveness of registered hospitality located in South-South, Nigeria. The research identified a robust association between the work conditions and team cohesiveness of registered hospitality sectors in South-South, Nigeria. To foster progressive team cohesiveness in a changing work environment, it is essential to have a friendly work environment with favourable work conditions and supportive supervisors. This requires organization, proactive planning, and cooperation among colleagues in order to fulfill stated objectives. The research establishes a correlation between work conditions and team cohesiveness of registered hospitality located in South-South, Nigeria should use effective supervisor support to boost high-performance teams' task and feedback. They should also promote a successful work environment with equal participation, good communication, and free idea exchange. Additionally, they should enhance cordial interpersonal relations among the team to overcome obstacles and promote cohesiveness.

Recommendations

1.   The hospitality sectors operating within South-South region in Rivers State should improve on more conducive working hours to enhance high level of teams productivity.

2.   The managers of these sectors should always involve team members in decision making process.

3.   They should be need to enhance workplace environmental conditions inorder to facilitate effective operations.

4.   They should encourage co-existence among the workers in order to enhance unity at work place.

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