

Team Confidence and Employee Commitment of Public Hospitals in Rivers State, Nigeria

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Abstract

This study investigated the relationship between team confidence and employee commitment of public hospitals in Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was 318 employees of 10 public hospitals in Rivers State. The sample size of 177 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of the study revealed that there is a significant relationship between team confidence and employee commitment of public hospitals in Rivers State. The study recommends that expertise like in every other sector would surely bring efficacy in the team cohesiveness administration in the public hospitals. As information driven industry where a communication gap or barrier could be fatal in terms of human lives must strives to avoid total down time thereby providing business instability and inconsistency in customers' relationship universally.

Keywords: *Team Confidence, Employee Commitment, Affective Commitment, Normative Commitment, Continuance Commitment*

INTRODUCTION

No institution in today's competitive world can perform at the highest levels except each employee is committed to the organization's objectives and works as a valuable team member. It is no longer sufficient to have employees who come to work devotedly every day and do their jobs without help. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. People are the most important drivers of a company competitive advantage. This means, organizations are reliant upon their human assets to survive and thrive (Mello, 2006).

Employee commitment has been defined as the degree to which an employee identifies with the organization and wants to continue actively participating in it (Newstrom & Davies, 2002). For the purpose of this study, the term employee commitment would be used interchangeably with employee commitment. The interest in this topic is due to the fact that employee commitment is vital to contemporary organizational success (Pfeffer, 1998). To remain spirited in the face of these pressures, employee commitment is crucial. Without employee commitment, there can be no

improvement in any area of business activity. Employees will simply treat their work as a "9-to-5" job without any burning desire to accomplish any more than is necessary to remain employed (Maicibi, 2003). The stronger an employee's commitment to the organization, the less likely the person is to quit (Guest, 1991; Shore & Martin, 1989).

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, Sharan and Wei (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them.

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behavior, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The study of employee commitment is important as Lo (2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behavior and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life; Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained; Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs. In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, Sharan and Wei 2010). As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment (Ali, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers. Employee commitment has become one of the most

popular work attitudes studied by practitioners and researchers. Akintayo (2010) noted that one of the reasons why commitment has attracted research attention is that organization depends on committed employees to create and maintain competitive advantage and achieve superior performance.

Good teamwork does not just happen. It takes hard work to make teams work well. The best teams are those that understand why they have been brought together, what they are expected to accomplish as a whole and what each individual is expected to do (Staff Leader, 2002). Employees operate better as individuals if they consider themselves to be part of a well-functioning and supportive team to which all are happy to belong.

According to Spector (2000), a team is a group of people who cannot do their jobs, at least not effectively, without the other members of their teams. Sulon (1997) defines a team as a set of people working together in an orderly, systematic way to form one unit. Hines (1980) says, in the non-sports arena, that teams may be categorised as group members reporting to the same hierarchical supervision, groups involving people with common organisational aims, temporary groups formed to do a specific, but temporary task; groups consisting of people whose work roles are interdependent; groups whose members have no formal links in the organisation but have a collective purpose to achieve tasks they cannot accomplish as individuals.

Some teams in the workplace contain individuals striving towards the same goal with selfish motives. Other teams might want to meet their objectives as a group, sharing in the successes as well as the failures, while striving not as individuals but as a cohesive entity. Cohesion has been constructively defined as “a dynamic process which is reflected in the tendency for a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs (Eysenck *et al*, 2003). Gibson, Ivancevich and Donnelly (1994) view cohesiveness as the strength of group members’ desires to remain in the group and their commitment to the group. According to Luthans (2002) cohesiveness is defined as the average resultant force acting on members in a group. Cohesiveness is the feeling of unity that holds a group together voluntarily. Employees operate better as individuals if they consider themselves to be part of a well-functioning supportive team to which all are happy to belong. This statement above becomes the point where team cohesiveness links or relates to employee commitment. Also, it is because humans are social creatures in nature and belonging to a team in the work place is an integral part of effective socialization hence employees would be more committed to their organization in an atmosphere where mutual trust, team confidence and interdependency thrive.

This study therefore examines the relationship between team confidence and employee commitment of public hospitals in Rivers State, Nigeria. Furthermore, this study will also be guided by the following research questions:

- i. What is the relationship between team confidence and normative commitment of public hospitals in Rivers State?
- ii. What is the relationship between team confidence and affective commitment of public hospitals in Rivers State?

- iii. What is the relationship between team confidence and continuance commitment of public hospitals in Rivers State?

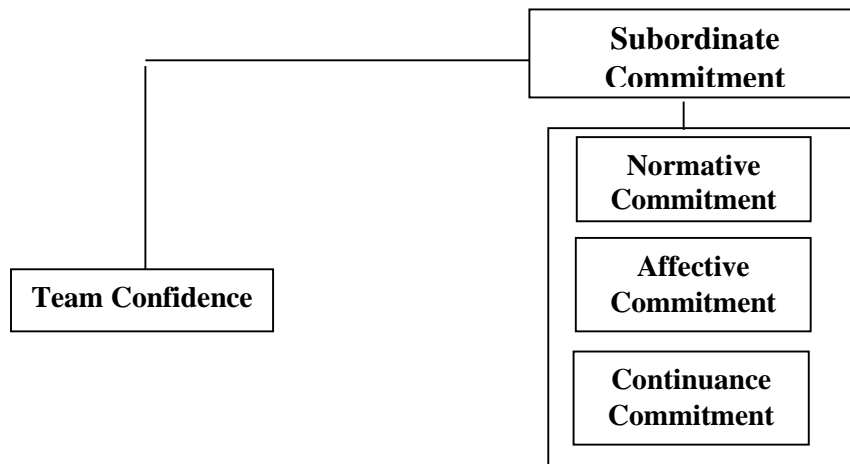


Fig.1 Conceptual Framework for the relationship between team confidence and employee commitment

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory (S.E.T)

The meaning of employee commitment can best be explained by employing the social exchange theory. The social exchange theory is grounded in an economic model of human behaviour whereby interactional processes between individuals are motivated by a desire to maximize rewards and minimize losses. The basic premise of social exchange theory is that relationships providing more rewards than costs will yield enduring mutual trust and attraction (Blau, 1964). Furthermore, these social transactions incorporate both material benefits and psychological rewards including status, loyalty and approval. For example, in the workplace, the supervisor provides an employee with support and monetary rewards while in exchange, the employee contributes personal devotions and expertise. The most widely studied behavioural correlate of commitment has been turnover in the organisation. However, this focus on turnover may be short-sighted.

It thus seems reasonable to assume that employee willingness to contribute to organisational effectiveness will be influenced by the nature of the commitment they experience. Employees who

want to belong to the organisation (affective commitment) might be more likely than those who need to belong (continuance commitment) or feel obliged to belong (normative commitment) to make an effort on behalf of the organisation. It is interesting to note that, of the studies that have reported positive correlations between commitment and performance, most have used measures of affective commitment. It is possible that an obligation to remain will carry with it an obligation to contribute, in which case normative commitment would also correlate positively with effort and performance. Continuance commitment is perhaps least likely to correlate positively with performance. Employees whose tenure in the organisation is based primarily on need may see little reason to do more than is required to maintain their membership of the organisation. Organisations need employees who are willing to go beyond the call of duty and engage in extra-role behaviours. For this reason, research continued to examine the link between the three components of commitment and a multidimensional measure of work behaviour.

Allen and Smith (1987) and Meyer and Allen (1984) found that measures of work behaviour correlated positively with measures of affective and normative commitment but not with continuance commitment. Research by Randall, Fedor and Longenecker (1990) revealed that affective commitment contributed significantly to the prediction of concern for quality, sacrifice orientation and willingness to share knowledge. Normative commitment contributed only to the prediction of sacrifice orientation, and continuance commitment did not add significantly to the prediction of any of these behaviours. These findings thus provide support for the proposition that the three components of commitment have different implications for work-related behaviour other than turnover. A term closely related to commitment is organisational citizenship.

Team Confidence

Bandura (1977, 1986) distinguishes between self-efficacy (self-confidence) and perceived collective efficacy (team confidence) in his theory of self-efficacy. Self-efficacy refers to people's judgments of individual capabilities and effort; collective efficacy or team confidence refers to people's judgments of group capabilities and influences "what people choose to do as a group, how much effort they put into it and their staying power when group efforts fail to produce results" (Bandura, 1986). Although team confidence is recognized as being important to group or team functioning, there has been little research on it (Bandura, 1986). Studies have examined group confidence in social dilemmas (Kerr, 1989), school systems (Parker, 1992), and sports (Feltz et al., 1989; Spink, 1990). Two of these studies (Feltz et al., 1989; Parker, 1992) found some support for Bandura's (1986) proposition that an aggregate of group members' perceived confidence of the group as a whole would be more predictive of the group's performance than an aggregate of the members' judgments of their own confidence when there is at least a moderate level of interdependent effort required of the group.

The perceived collective confidence of a team or group might also be influenced through a collective social comparison process with other teams. It is also possible that reciprocal social influences within a team can raise or lower collective confidence for team performance. For example, the modeling of confidence or ineffectiveness by one member of the group may influence the rest of the group's sense of confidence (Bandura, 1990). In addition, just as persuasive information can influence an individual's sense of self-confidence, collective efficacy theory

suggests that it could also influence an entire group. Charismatic leaders seem to have such persuasive influence on their organization's members (Eden, 1990).

Concept of Employee Commitment

Armstrong (2012) emphasizes that employee commitment is the loyalty and attachment that employees have in an organization and it is associated with their feelings about the institution. Therefore, commitment signifies both the behavioral tendencies and the feelings that employees have towards an organization. Commitment related attitudes is one of the famous methods used in describing the concept of employee's commitment which proceeds current inspection as focused on in early research. In the past thirty (30) years, divers' experiences and outcomes were recognized (Mowday, *et al*, 2001). Bateman & Strasser (1984) states that the involvement of an employee's obedience to the organization, readiness to exert effort behalf of the establishment and a strong desire to remain with the organization, the extent of objective and worth congruency with the organization which are all multidimensional in nature. Mowday, Steers & Porter (2001) identified commitment-related attitudes and commitment-related behavior.

According to Porter *et al* (1980), a willingness to exert considerable effort on behalf of the organization, unwavering fulfilment to remain with the organization, a strong belief and acceptance of organization's goals were all the three (3) components of employees' commitment as discussed by the above authorities. A connection between an employee and the employer, through his own definition of commitment by majority of intellectuals Buchanan (2006) as defined by Sheldon (1971) as a positive evaluation of the firm and the firm objectives.

Affective Commitment

Affective commitment refers to the emotional attachment that a employee has in an organization (Price, 2011). It is the extent at which employees appreciate to be members of an organization. According to Rhoades (2001), affectively committed employees are seen to have a sense of identification and belonging and this motivates them to increase their participation in the activities of an organization. Additionally, affective commitment makes employees to have willingness to meet the goals of an organization as well as the desire to stay in the organization.

Allen (1997) cited by Lee (2001) affective commitment is associated with employee personal characteristics, organizational features, experiences about the work and job characteristics. Muncherji and Dhar (2011) observe that employees become emotionally attached to an organization when they are able to achieve these factors. This is because they help to create an environment that is intrinsically rewarding for the employees.

Normative Commitment

Normative commitment (Bolon, 2006) is the commitment that an employee trusts that they have to the organization or their sensation of commitment to their workplace. Meyer and Allen (1991) supported this type of commitment earlier to Bolon's definition, with their definition of normative being "a sensation of commitment". An employee who is frequently present at work, work overtime i.e. puts in extra hours and more, puts in a full day, have faith in the organizational goals and guard corporate resources is defined by Meyer and Allen (2008) as a committed employee. As

a result of its commitment, this type of employee contributes positively to the organization. Creative employees are powerfully trusted and committed as opined by Elio (2013). Williams (2012) assert that an employee may show higher level of commitment if the organization or its management promote his/his academic strides, by being obedient to the employee, such instance as highlighted above is termed normative commitment which is just one type of commitment employees may attach to an organization.

Continuance Commitment

Meyer and Allen (1997), cited by Lee (2010) define continuance commitment as the employee awareness of the costs that are related with departing the organization. This means that continuance commitment is the enthusiasm to remain in an organization due to the personal investments which cannot be transferred. Price (2011) argues that continuance commitment exists when an employee needs the benefits and the salary associated with remaining in an organization. Additionally, it may arise when employees feel that they cannot find another job or when they believe that they owe their success to the organization.

Team Confidence and Employee Commitment

Tziner and Vardi (1982) attempted to test the effects of different combinations of group cohesiveness and command style on the commitment effectiveness of active tank crews. Level of team cohesiveness was determined by comparing who the subjects had for their tank crew versus their desires of who they wanted in their crew. The results showed commitment effectiveness increased in combinations of low team cohesiveness with people oriented command style and high team cohesiveness with a command style oriented to both people and task. Tziner and Vardi noted that their conceptualization of team cohesion focused on interpersonal relations. Thus, by definition, this aspect of the team may not necessarily contribute directly to commitment effectiveness. Team norms, ability, and size may moderate commitment effectiveness more than interpersonal attraction. Williams and Hacker (1982) examined whether team cohesion in women's intercollegiate field hockey was a cause for or an effect of a successful sport commitment.

From the foregoing point of view, the study hereby hypothesized that:

H₀₁: There is no significant relationship between Team Confidence and Normative Commitment of Public Hospitals in Rivers State, Nigeria.

H₀₂: There is no significant relationship between Team Confidence and Affective Commitment of Public Hospitals in Rivers State, Nigeria.

H₀₃: There is no significant relationship between Team Confidence and Continuance Commitment of Public Hospitals in Rivers State, Nigeria.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was 318 employees of 10 public hospitals in Rivers State. The sample size of 177 was determined using calculated using the

Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Table 1: Team confidence and Affective commitment

		Team confidence	Affective commitment
Team confidence	Pearson Correlation	1	0.963**
	Sig. (2-tailed)		0.000
	N	128	128
Affective commitment	Pearson Correlation	0.963**	1
	Sig. (2-tailed)	0.000	
	N	128	128
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Research survey, 2019

Table 1 above shows a significant correlation at $r = 0.963$ where $P\text{-value} = 0.000$ ($P < 0.01$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{01}) and restate that there is a significant relationship between team confidence and Affective commitment.

Table 2: Team confidence and Normative commitment

		Team confidence	Normative commitment
Team confidence	Pearson Correlation	1	0.954**
	Sig. (2-tailed)		0.000

	N	128	128
Normative commitment	Pearson Correlation	0.954**	1
	Sig. (2-tailed)	0.000	
	N	128	128
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Research survey, 2019

Table 2 above shows a significant correlation at $r = 0.954$ where $P\text{-value} = 0.000$ ($P < 0.01$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{02}) and restate that there is a significant relationship between team confidence and normative commitment.

Table 3: Team confidence and Continuance Commitment

		Team confidence	Continuance commitment
Team confidence	Pearson Correlation	1	0.863**
	Sig. (2-tailed)		0.000
	N	128	128
Continuance commitment	Pearson Correlation	0.863**	1
	Sig. (2-tailed)	0.000	
	N	128	128
** Correlation is significant at the 0.01 level (2-tailed)			

Source: Research survey, 2019

Table 3: above shows a significant correlation at $r = 0.863$ where $P\text{-value} = 0.000$ ($P < 0.01$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (H_{03}) and restate that there is a significant relationship between team confidence and continuance commitment

DISCUSSION OF FINDINGS

The study findings from test of data analysis revealed that there is team confidence and employee commitment of public hospitals in Rivers State, Nigeria. The finding reinforces previous studies whereby it has been established by scholars and professionals like (Vandenbergh, Bentein and Stinglhamber (2004) and Weakland (2001) that teams can be a way for organizations to demonstrate

commitment to their employees, communicating to employees that the firm wants employees to have more power, authority, involvement in their work and the organization Teams have also been identified as a way to rejuvenate survivors and rebuild loyalty in downsizing situations (Spreitzer& Mishra, 2002).

According to the Report on the Review of governance in Queensland Government(2006), investment in corporate culture provides significant benefits to government organizations, industries and the community at large, including: Increased accessibility, inclusivity and flexibility in normative commitment – the ability for more of the customers to interact with their providers, with the flexibility of choice offered by multiple delivery channels and at more convenient times. It has also improved value for money that is, it enables quality services to be provided through lower cost delivery options, improved productivity – both of public servants and the economy, and providing stimulation of the hospital sectors – through identification of opportunities for affective commitment and partnering with the private sector to improve government normative commitment.

Sweanyana&Busler (2007) examined the extent of adoption and usage of team cohesiveness techniques on one hundred and ten firms in Uganda with respect to the contribution of commitment to the firm. The study illustrated that the majority of respondents strongly agree that committed team provides increased savings, increased efficiency, improved normative commitment, low transaction costs, and improved market performance to the organization that invests in such a systems (Ssweanyana&Busler, 2007).

CONCLUSION AND RECOMMENDATIONS

This study therefore concludes team confidences significantly predict employee commitment of Public Hospitals in Rivers State, Nigeria. Based on the findings from the study; organization that wants to increase productivity should ensure that team confidence is their focal point of interest especially in this jet age of information and communication. This study suggests that sensitivity to employee perceptions of their team experience is essential to ensuring that teams are places where employee dignity and loyalty can emerge and that such can increase organizational success.

Hence, this research work is recommends that expertise like in every other sector would surely bring efficacy in the team cohesiveness administration in the public hospitals. As information driven industry where a communication gap or barrier could be fatal in terms of human lives must strives to avoid total down time thereby providing business instability and inconsistency in customers' relationship universally.

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