



## Strength Perspective and Group Performance

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**Abstract:** *The study examined the effects of a strength perspective on group performance of selected medium-sized enterprises in Delta State. Data were collected using a structured questionnaire, responses from the respondents were analyzed and hypotheses were tested using Pearson correlation, and multiple regression analysis. The significance level for each test was set at 0.05. The findings showed an 80.7 percent correlation between the dependent and independent variables. Additionally, it showed that the dependent variable's fluctuation could be explained by the independent variables to the extent that 72.1% of its variance, as indicated by the coefficient of determination,  $R^2$ , of 721. The overall statistical significance, validity, and fit of the regression model for any prediction purposes were also demonstrated by the F-value. The dependent variable was positively correlated to various degrees with each of the individual predictors of group performance which include; team member's abilities, team esprit de corps and team trust. The study concludes that for managers to improve group performance in their organizations, they must pay adequate attention to team abilities, team esprit de corps and team trust of the organizational members. The study recommends that managers should make an effort to ensure that each team is comprised of the required skill in order to evenly increase group performance.*

**Keywords:** *strength perspective, group performance, Team member's abilities, Team esprit de corps and Team spirit*

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### Introduction

Humans have always been motivated to establish organizations and collaborate in order to, among other things, achieve their goals, address issues, expand upon ideas, acquire skills, and survive. One of the most notable and important work configurations of the twenty-first century is the strength perspective. According to Richter et al. (2011), the strength perspective is one of the most productive work formats. Since the dawn of time, people

have been motivated to create organizations and collaborate in order to accomplish goals, solve issues, produce additional ideas, acquire skills, and survive, among other things. In order to deliver great quality services, a group of people must collaborate in order to accomplish the same aims and goals.

The capacity to operate as a team can help team members feel more emotionally secure, more confident in themselves, and better able to plan and make decisions with others. Additionally, it contributes to the development of a productive work atmosphere with feasible objectives, original activities, constructive tactics, and ideals. Conversely, a lack of teamwork concepts and techniques can result in professional failure, dissatisfaction, low morale, and subpar production, endangering the very existence of the organization. Employees who work for a company that lacks a strong cooperation culture frequently fall short of expectations and fall short of the organization's objectives. A requirement for assisting employees in collaboratively working towards shared objectives and goals is the presence of the teamwork idea. When a team is required to execute work that calls for a wider range of knowledge, judgment, and opinion, the team performs better than an individual.

The benefit of cooperation is a large increase in productivity in fields requiring diverse task creative problem-solving, a high degree of adaptation, and operational management (Vaková, 2007). Any organization or institution must have a strong sense of collaboration in order to succeed since it allows people to grow personally and professionally and discover the best methods for completing jobs effectively. Additionally, the good interactions and cooperation among workers give them a greater awareness of the importance of teamwork in advancing human civilization and assisting people in achieving the shared objectives and purposes that they all require. "Company's teamwork is the only way anything gets accomplished with quality and efficiency and a key reason why economic growth is under control and company's success is scrutinized by top management to achieve the desired goals," claims Wageman (1997). The fact that most successful businesses would not recruit someone who cannot resolve disagreements and complete a variety of duties in teams attests to the value of collaboration as a crucial talent in the workplace.

According to Salami et al. (2022), conflict exist whenever an action by one party is perceive as preventing or interfering with the goals, needs or actions of another party. The idea of cooperation has been used by humans for a very long time to handle various types of conflicts, fulfil fundamental wants and requirements, and come to wiser judgments that will benefit all social groups. Therefore, collaboration may also be thought of as a powerful ability granted by a group of people to effectively make better judgment. Therefore, organizations should promote strength perspectives of teamwork among its employees to increase the level of productivity and creativity. The automatic exchange of positive opinions, feedbacks, experiences, and viewpoints among the members of the team helps in developing the skills and perspectives of the employees. This process creates a constant development regarding the services of the organization and employees' occupational performances.

### **Statement of the Problem**

Over the years, workplace principles have emphasized how group work is essential to achieve the best results and to maintain every human's right equally by dividing the tasks and duties, many people today have forgotten the importance of it in their personal lives in general and in the workplace in particular. Low levels of productivity, efficiency, and innovation across sectors are result of the lack of a collaborative strategy and idea in the workplace. Due to poor collaboration and group work among the employees, many organizations in today's business environments are not competing favorably, which undoubtedly has an impact on both the success of the organization and its personnel over time. A significant amount of resources are also wasted as a result of the inability of most organizations to acknowledge the importance of collective strength in group work and its overall benefits to the growth and performance of the organization. Therefore, the study seeks to examine the effects of strength perspective on group performance of medium size enterprise in Delta State.

### **Research Objectives**

The objectives of the study are as follow

- (i) effect of team members' abilities on group performance.
- (ii) effect of team members' esprit de corps on group performance.
- (iii) effect of team members' trust on group performance.

### **Research Hypotheses**

The following hypotheses are formulated to guide the study

- (i) Team members' abilities have no significant effect on group performance.
- (ii) Team members' es pirit de corps have no significant effect on group performance.
- (iii) Team members' trust have no significant/ effect on group performance.

### **Concept of Strength Perspective**

Teams, as described by Pearce and Robbins (1997), are made up of people who collaborate to complete a job or project. A team is also defined by Salas et al. (1992) as a distinct group of two or more individuals who interact dynamically, dependably, and adaptively in order to achieve a valued objective, mission, or goal. Each member of the team is tasked with carrying out a specific duty or role, and the team as a whole has a finite lifespan. In a similar spirit, a team was described by Larson and Lafaston (1989) as a group of two or more individuals who work together to accomplish a single, predetermined purpose. According to Cohen and Bailey (1999), an employee team is a group of people that collaborate on tasks and take responsibility for the desired results. (Jones et al., 2007). They noted that it enables individuals to collaborate, cultivate their own abilities, and offer constructive criticism without escalating interpersonal conflict. A work team, in the words of Robbins and Judge (2007), is a group of people whose combined efforts result in a performance that is superior to the sum of their individual contributions.

The regular presentation of behaviours in a certain field that are deemed beneficial for carrying out activities that are required for a range of professions can be referred to as competencies. On the other hand, teamwork skills are categories of behaviours that a person consistently demonstrates while working with others and are crucial for effective team performance. Even though, all of us have different individuality because we all are

born differently at different times, under different circumstances by different parents (Ogbor & Orishede, 2018). Teamwork is a necessary requirement for effective performance. The two subcategories of interpersonal teamwork competencies (conflict resolution, cooperative problem solving, and communication) and self-management competencies (goal setting and performance management, planning and task coordination) each contain five teamwork competencies, according to Stevens and Campion (1994).

Although competencies are used to categorize behaviours in a way that is meaningful for the context of work or creating a job description, the behaviours being categorized may simultaneously express other psychological constructs, so this thesis will place a special emphasis on the behavioural expression of competencies. Depending on what is being stated, a certain behaviour will have a certain character. A wider variety of factors that may be predicted by collaboration skills should be highly helpful for the discipline as teamwork competencies have traditionally been used to gauge team performance. This is true inasmuch as team results are conceptually predicated on behavioural observation.

A person's collaboration competencies can be seen by other team members as examples of their knowledge, abilities, and skills. This means that because behaviours can be observed by others and because behaviours imply competence, behaviours that reflect certain competencies may be noticed and utilised to influence views or motivate reciprocal behaviour. This may be studied in greater detail using interpersonal skills as an illustration. Interpersonal competencies, according to Seers (1989), are a person's ability to participate in positive and fruitful relationships with others. This type of attitude has been connected to more effective collaboration because it makes it easier to resolve difficult conflicts and procedural difficulties (Stevens & Campion, 1994). Similar to this, an individual's perceptions of the interactional peer justice environment rely on how they see how others interact with them, particularly how correctly and politely (Li et al., 2013).

Although brilliant individuals may make a big contribution to the accomplishment of team goals, how these individuals connect with one another is as crucial. Competency is the ability of a person to do a certain work activity. A talent, a personality attribute, or a motivation that manifests itself in a range of behaviours are some straightforward definitions of competence (Spencer & Spencer, 1993). According to Stevens and Campion (1994), the knowledge, skills, and abilities (KSAs) needed for successful performance differ from those needed by people while working alone due to the unique needs of working in teams. They contend that due to the engagement required in team settings, individuals are able to deploy a unique set of collaboration skills that promote effective teamwork and individual performance (see, for instance, Cooke et al. 2003; Stevens & Campion, 1999). Even Nevertheless, attempts to draw direct linkages between collaborative traits serve as excellent starting points for many team processes.

### **Concept of Group Performance**

The word "perform" denotes an action, and it is from this that the concept of "performance" is derived. Al-Jammalet al. (2015) defined employee performance as the level of efforts and successes produced by workers. According to Okunribido (2015), employee performance may be characterized in terms of both quantitative outcomes of work behaviour and less

quantifiable behavioural traits (such as work-related communication, decision-making, and attention to detail). There are several methods for quantifying performance because it is a multidimensional phenomenon (Bate & Holton, 2010). They came to the opinion that it could be summarily summed up as the accomplishments of the personnel. The word "perform" denotes an action, and it is from this that the concept of "performance" is derived. Al-Jammal et al. (2015) defined employee performance as the level of efforts and successes produced by workers. According to Okunribido (2015), employee performance may be characterised in terms of both quantitative outcomes of work behaviour and less quantifiable behavioural traits (such as work-related communication, decision-making, and attention to detail). There are several methods for quantifying performance because it is a multidimensional phenomena (Bate & Holton, 2010).

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. According to Kuvaas (2016), group performance is the record of results an employee produces on a certain job +function or activity over a specific period of time. Employee performance, according to Motta (2015), is a function of both motivation and capability. Capabilities include both mental and physical capacities, which may be expressed through education, equipment, training, engagement, and experience. Because each employee has a distinct level of skill for their work, performance of an employee is a personal matter. According to Orishede et al. (2023), each generation believes that its strength unique and they do

not enhance those of other generations. Based on each employee's performance, management may assess each employee's performance. Performance is essentially individualised since each person has a varied level of skill for his position. Performance is influenced by aptitude, effort, and opportunities found. Most often, academics refer to the variety of metrics of transactional efficiency and input and output efficiency as performance. Various factors, including service delivery, market analysis, competitive advantage, sales growth and returns on investment, corporate reputation, innovative organisational culture, and profitability, among others, may be used to gauge an organization's performance. For the sake of this study, it would be restricted to the employee's service delivery. The capacity of an employee to provide services to the organisation successfully and efficiently, according to Posti (2015), is referred to as service delivery. It has the purpose of encouraging consumers to support the business and is designed to enhance the provision of services. Only when staff collaboration is at its best can group performance improve service delivery.

### **Members Abilities and Group Performance**

A team's performance is influenced by the knowledge, talents, and skills of its members. The effectiveness of a team goes beyond the sum of the contributions of its members. But these skills place limitations on what team members can achieve and how well they will work together (Robbins & Judge, 2007). According to them, a team needs three distinct kinds of talents to function properly. It first requires someone with technical knowledge. Second, it requires individuals with the problem-solving and decision-making abilities to be able to recognise issues, come up with solutions, assess those solutions, and make wise decisions. Additionally, they noted that the teams required members with strong interpersonal, conflict resolution, listening, and feedback abilities. They said that no team could function to its full capacity without honing all three categories of talents. The appropriate balance is essential since teams perform worse when one element dominates the mix. They pointed out that studies on team member abilities have provided some fascinating insights into team composition and performance, including the need for equal workload distribution, the capacity to adapt prior knowledge to a set of novel problems, and the requirement for matching team skill to task. The standard are achievable through survey studies, operations research and cost benefit analysis (Felix, 2020).

### **Team's Esprit De Corps and group Performance**

Esprit de corps is the attitude each employee has towards the team. Employees sharing their issues with one another inside the company is often referred to as team spirit (Jaworski & Kohli, 1993). They discovered that a team is made up of individuals who work together to achieve a common goal, and that a team's spirit is made up of the sentiments, ideals, and beliefs of its members. Additionally, the effectiveness of the team in attaining its shared purpose depends on the organization's team spirit (Boyt et al., 2005). According to William et al. (2005), esprit de corps is essential for an organisation to succeed. According to Homburg, Workman, and Jensen (2002), esprit de corps is a beneficial quality for both the team and the organisation. According to Orishede et al. (2018), the business organisation needs to consistently cultivate procedures for searching, learning and taking course of actions to achieve a satisfactory performance under the condition of bounded rationality. However, the idea of esprit de corps is not widely accepted in Pakistan since most

managers and workers prefer to focus on their own jobs rather than working as a team (Trimizi & Shahzad, 2009).

### **Team Trust and Group Performance**

In addition to showing faith in their leaders, members of productive teams also show trust in one another. Cooperation is made easier by interpersonal trust among team members (Robbins & Judge, 2007). When team members grow to trust each other's abilities, trust between them naturally develops. According to Mickan and Rodger (2000), trust and team performance have a favourable link. Trust creates the behavioural foundation for cooperation, which leads to organisational synergy and improved employee performance. According to them, building trust inside an organisation is a task for each employee. According to Orishede and Bello (2019), organisational justice anticipates employees perception of fairness in the workplace. Organisations have a duty to create a safe and dependable environment for productive cooperation. They proposed that organisations should convert the performance assessment system into the trustworthy conduct for measuring in order to advance the organisational ideals. High performance teams occur in the organisation because of member cohesion and collaboration, as Manz and Neck (2002) have noted. The team's performance is evaluated using a range of factors, including the reduction of errors, the production of high-quality products, a rise in output, and, of course, customer satisfaction (Mickan & Rodger, 2000). They came to the conclusion that in order to foster collaboration among team members, trust must rank as the most crucial team culture virtue because it creates a space where team members may openly discuss errors, accept criticism, and freely express their emotions about any problem.

### **Review of Related Empirical works**

Boakye (2015) used the Komfo Anokye Teaching Hospital and the Ejisu Government Hospital as the subjects of a study on the effects of collaboration on employee performance. Several metrics of team performance, including team trust, recognition, and incentives, were examined. The study's analysis of the link between the two variables—teamwork and organisational performance—used correlational approaches. The study discovered a favourable and substantial relationship between collaboration and organisational success. Manzoor et al. (2011) used the workforce of the higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan, for a different study on the impact of cooperation on employee performance. The study, which used a descriptive survey approach, discovered a strong and positive correlation between employee performance and collaboration.

In a research on the impact of team building in the workplace conducted by Jones et al. (2007), it was discovered that teamwork among employees can result in more production than solo effort.

Ingram (2000) conducted another study on the relationship between cooperation and performance. It was discovered that a competent manager is the one who gives his or her staff tasks to do as a group or team in order to get the most out of them. In a subsequent research on how to improve cooperation in an organisation, Conti and Kleiner (2003) discovered that teams provide higher engagement, challenges, and a sense of success. We came to the conclusion that teams in organisations will draw in and keep the top talent.

In a similar development, Walid and Zubair (2016) conducted a study on the effects of good cooperation on employee performance. The study's subject area was an entertainment firm in Malaysia's capital city of Kuala Lumpur. The study used an exploratory and descriptive research approach. The findings indicated that while intrapersonal skills and cohesion have little bearing on employee performance, effective communication, a high degree of trust, responsibility, and leadership do. Similar to this, Agwu (2015) performed research to ascertain how cooperation affected employee performance at the Nigerian Liquid Natural Gas Plant in Bonny. The research design used in the study was descriptive. The analysis of the data reveals a significant relationship between employee performance and collaboration. The present team building at the plant should be maintained, it was decided. Ooko (2013) conducted research on the effect of cooperation on the accomplishment of goals in Kenyan organisations, utilising the SOS Children's Village in Eldoret as the study location. The research design used in the study was descriptive. According to the survey, fair incentives and remunerations, promotions, acknowledging accomplishments, and decent working conditions all contribute to greater job satisfaction. If done correctly, this was supposed to have an effect on team performance. Despite the fact that employees are aware of the great things they may accomplish when working in teams, it was determined that there was no effective cooperation at SOS. Additionally, Teseema and Soeters (2006) conducted research on the promotion practices of teams within an organisation and discovered a favourable correlation between these practises and the perceived performance of workers.

In Osun State, Ayopo (2011) investigated the impact of cooperation on employee service delivery. 243 microbusiness employees were surveyed and data were gathered using qualitative methods. Simple percentages and mean values were used to analyse the acquired data. The findings demonstrated that the response variable (service delivery) is positively impacted by the predictor variable (teamwork).

#### **METHODOLOGY**

The study is a survey, the study used a descriptive survey approach. Borg and Gall formula for sample size determination developed in 1973 was used to determine the sample size for this study as follows:

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

Where:

- n = Sample size to be determined
- N = Entire population of interest
- e = acceptable error margin
- $\alpha$  = significance level (0.05)
- $Z_{\alpha}$  = confidence level (1.960)

Substituting in the formula we have:  $n = (1.960)^2(0.05) (2059)$

$$= 3.8416 \times 102.95$$

$$= 395.49272$$

$\therefore n = 395$  Nearest whole number

Thus, the sample size for the study is 295 senior staff of the organizations. Pearson product moment correlation coefficient and multiple regression analysis were used to test of hypotheses. The software package is SPSS 23.0. All tests were carried out at 0.05 level of significance.

**Test of Hypotheses**

Pearson product moment coefficient and multiple regression analysis were used to test the hypotheses which were formulated to strengthen the analysis and guide the objectives of the study.

H<sub>2</sub>: Team member’s abilities have no significant effect on group performance.

H<sub>03</sub>: Team member’s esprit de corps does not have any significant effect on group performance.

H<sub>3</sub>: Team members trust does have any significant effect on group performance.

**Table 1. Correlation Matrix**

		Team Member abilities	Team member's Espirit De Corps	Team Member trust
Team Member abilities	Pearson Correlation	1	.817**	.549**
	Sig (2-tailed)		.000	.000
	N		353	353
Team members Espirit De Corps	Pearson Correlation	.817**	1	.481**
	Sig (2-tailed)	.000	.000	.000
	N	353	353	353
Team Member trust	Pearson Correlation	.537	.613**	.181*
	Sig (2-tailed)	.000	.000	0.17
	N	353	353	353

\*\* correlation is significant at 0.05 Level (2-tailed)

\* correlation is significant at 0.01 Level (2-tailed)

Table 1 shows correlation matrix of team members abilities, esprit de corps and team trust. The analysis shows that there is strong positive and significant relationship between dependent variable and the independent variables at both 0.01 and 0.05 levels.

**Table 2 Model Summary of Dependent and Independent Variables**

Source of Variation	Df	Sum of Squares	Mean Squares	F-ratio	Sig.
Regression	4	125.821	31.455	27.836	.000 <sup>a</sup>
Residual	95	107.392	1.130		
Total	99	23.213			

a. Predictor: (constant), Abilities of members, esprit de corps, trust, b. Dependent variable: Group Performance

Table 4.2 shows that the F-value is 27.836 and it is significant because the significance level is .000 which is less than  $P < 0.05$ . This result implies that overall, regression model is statistically significant, valid and fit. Thus showing that all independent variables are positively related to the independent variables.

Table 3: Summary of Regression Result

<b>Model</b>	<b>R</b>	<b>R-Square</b>	<b>Adjusted R-Square</b>	<b>Standard Error of the Estimate</b>
1	0.807	0.721	0.709	0.75

a. Predictor: (constant), Abilities of members, esprit de corps, trust, recognition and reward

From Table 3, regression coefficient represented by 'R' shows that 80.7 percent relationship exists between dependent variable and independent variables. The coefficient of determination,  $R^2 = .721$  shows that 72.1 percent of variation in group performance is explained by the independent variables.

**Table 4: Summary of Coefficient of Team Members Abilities, Esprit De Corps, Trust**

Model	Unstandardized coefficients		Standardized Coefficient	T	Sig
	B	Std Error	Beta		
1(constant)	-.173	.204		-.865	.378
Team members abilities	.613	.057	.622	10.498	.000
Esprit Cops	.174	.050	.451	3.577	.000
Team Trust	.165	.047	.650	3.089	.004

a. Dependent Variable: Group Performance

**Discussion of Results**

According to the coefficients of beta ( $\beta$ ), t, and other regression model parameters, the following is how the regression findings should be interpreted: The values of the regression coefficients, which can be shown in Table 4.4, demonstrate their respective weights in the prediction of the dependent variable (employee performance). When all other factors are held constant, a unit increase in team members' skills, which is represented by the number 1 in the model, will result in an improvement in employee performance of 62.2 percent. 10.498 is the t-value, which is significant at .000. The alternative, which contends that team members' talents have a considerable impact on employee performance, was adopted in place of the null hypothesis. Similarly, the regression coefficient for esprit de corps, denoted by 2 in the model, is .451, meaning that if other variables are held constant, an increase in esprit de corps of only one unit will result in a 45.1% improvement in employee performance. Since .000 is less than 0.05, the t-value of 3.575 also indicates that the result is significant. The alternative, that team esprit de corps greatly influences employee performance, was accepted because of the preponderance of evidence opposing the null hypothesis. Additionally, the coefficient team trust, which was represented by 3, is .650, which implies that, assuming all other factors are held constant, a unit increase in team trust will boost employees' performance by 65%. constant. The t-value is 3.089 and it is significant because .004 is less than 0.05. Consequently, the null hypothesis was rejected while the alternative which suggests that team trust influences group performance significantly was accepted.

**Findings**

The study used a sample of medium-sized businesses (MEs) in Delta State to assess the impact of strength perspective on group performance in an organisation. The study mostly employed primary data because it was a descriptive survey methodology. Summary statistics, Pearson Correlation Coefficient, and Multiple Regression Analysis were the main analytical techniques. The results of the correlation analysis demonstrated the existence of a significant and favourable association between the independent factors and the dependent variables. Overall, the t-values and significance levels of the regression coefficients for all the predictor variables showed that there is a meaningful relationship. Additionally, they are all legibly signed. When we take into account the F-value, which assesses the overall importance of the model, the model is fit and useful for any forecasting purposes.

## **Conclusion**

The outcome of the data analysis have demonstrated the value of strength perspective of teamwork arrangements in the workplace. Teamwork has been proven to have a positive and substantial influence on group performance, which helps the organisation to improve performance and providing competitive advantages. For managers to improve group performance in their organisations, they must pay adequate attention to team abilities, team esprit de corps and team trust of the organisational members. A worker's performance always goes up when they work in a team, and their job happiness always goes up as well. Teamwork improves skill utilisation and lowers the likelihood of giving up. It is necessary for team members to have certain degrees of interpersonal, problem-solving, and technical abilities in order for teams to function well. Without acquiring all three of the aforementioned sorts of talents, no team will be able to function to its fullest potential.

## **Recommendations**

Based on the findings, the study recommends thus:

1. The study recommends that managers should make an effort to ensure that each team is comprised of the required skill in order to evenly increase group performance.
2. In order for the organisation to benefit fully from teams, team esprit de corps should be enhanced by making sure that individuals with similar mindsets are assembled in a team.
3. The largest coefficient in the model, which demonstrate the proportional significance of trust in a team, the ideal business environment for increased employee productivity will prevail when all signs of mistrust, distrust, and suspicion are removed.

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