



Team Participation in Decision Making and Employee Productivity of Private Hospitals in Port Harcourt, Nigeria

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Abstract: *This work empirically studied the relationship between team participation and employee productivity of private hospitals in Port Harcourt, Rivers State. 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 317 of 6 private hospitals in Port Harcourt, Rivers State. The sample size of 175 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 reveal that team participation in decision-making significantly influences employee productivity of employee efficiency and employee effectiveness. It is therefore important for firms to embrace formation of teams to facilitate greater and better connections between effectiveness and efficiency of employees. The following recommendations will be assumes that: employees of private hospitals should be encourage to belong to work tams as an efficient and effective medium for gathering ideas, and the ability to utilize their full potential in the organization in other to enhance their productivity.*

Keywords: *Team Participation, Employee Productivity, Effectiveness, Efficiency*

INTRODUCTION

In this era of increased competition, managers recognize and pay more attention to the importance of teamwork more than ever before (Sheikh & Hafiz, 2011). More so, in other to strengthen employee knowledge and develop their skills, managers assign more tasks that are team based (Hartenian, 2003). Teamwork has become so important and invariably has become the way many organizations both large and small operate in other to be effective and efficient. Also, most organization has realized that to achieve improve performance, growth and expansion, organizations must allow the formation of team that allows participation of employees (Ashish, 2015). Thus, firms around the globe are now indoctrinating teamwork spirit in various departments because they have come to know that team work brings about harmony among employee (Ashish, 2015).

The modern business world is experiencing fast changes from individual participation to group cohesiveness in other to respond to these complex organizational changes (Belal & Selaiman, 2011). The last two decades have seen swift and express technology improvement and changes

in global factors have made firms globally to readjust task around teams in order to aid more adaptive, quick and flexible lip to the demand of the environment (Kozlowski and Ilgen, 2006). More so, business firms has continue to depend on teams' formation and structuring to achieve high or improve performance (Klein, Knight, Ziegert, Lim and Saltz, 2011). Designing organizational work that encompasses teams formation has turned out to be one of the strategy most organization applies to attain effective and efficient set objectives (Hills, 2007). Also, elucidating reasons teams formation have increased over the years, Martin and Bal (2006) observed that 91% of top-level organizational managers accepted that teams are important and central to the success of the organization. That is the reason Van-Knippenberg (2003) opined that teams and work groups is the building blocks of any organization where employees harmoniously work together to achieve the success of the organization. In addition, building a high effective and efficient teams that have different employee influences the overall viability and performance of the employee specifically due to the fact he or she will be able to learn from various members of the team and for the organizations as a whole (Klein *et al.*, 2011). Teams offer the most effective and efficient way or method of resolving organizational challenges of the 21st century according to Belal and Selaiman (2011).

Furthermore, building an effective team is very significant and important in today's business environment as firms are focusing on team-based structures to prompt and promote or increase their productivity, profitability through expand market share, employee effectiveness and quality of services. Due to the above reasons, managers and organization members globally explore means of improving business outcome as well as profitability. More so, building an effective team in an organization has replaced olden day's organizations that are highly formalized and centralized (Fapohunda, 2013). Also, he explained that the application of teams in an organization has rapidly grown because of the acceptance that the formation of reliable and efficient teams will enhance the possibilities for greater and better performance and increased the satisfaction derived by employee (Fapohunda, 2013).

Team building is interventions strategy that is directed at improving cordial relations and defining the roles of members, performing task and proffering solutions to interpersonal problems that may affect team functioning and productivity (Klein, Salas, Diazgranados, Burke, Goodwin and Halpin, 2009). Building of team was met to be a process of group intervention directed at enhancing mutual affiliation and social cooperation but as times goes by it has evolved as a tool in achieving results, meeting objectives and tasks accomplishment in the organization (Creative Team Building Activities and Exercises, 2012). It further assists in enhancing employee operation and subsequently improving individual performance (Ashish, 2015).

Furthermore, teams building can enhance the efficiency of individual employee through better participation because it provides standard in the business firm (Alie, Beam & Carey, 1998). With support from the top management, employees in the organization can work with assurance in team which will lead to enhance productivity (Sheikh and Hafiz, 2011). Team attitude is a major

factor of the team members. Thus, in respect to performance, team composition is associated to the teams' capability to peruse and acclimate to environmental changes which influence their team's creative ability and task performance hence affects their productivity (DeRue, Hollenbeck, Johnson, Ilgen, and Jundt, 2008). Teamwork is advanced through the process of respecting and caring for members of the team, than playing on their intelligence. According to Heap (1996) the bottom line of the formation of team is love and maturity which brings about cordial respect and encouragement for each other during work. Developing and fostering teamwork entails the creation of a work experience that regards group work in an high esteem where individual believe that thinking and planning are better done cooperatively than individually.

Employee productivity is an overall measure of the ability to produce a good or service (Kohli, 2016). More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures efficiency (goods and services) relative to the effectiveness (labor, materials, energy, etc., used to produce the efficiency) (Stephen,2016; Freeman, 2017). As such, it can be expressed as: effectiveness and efficiency (Kohli, 2016). Hence, there are two major ways to increase productivity: increase the numerator (efficiency) or decrease the denominator (effectiveness). Of course, a similar effect would be seen if both effectiveness and efficiency increased, but efficiency increased faster than effectiveness; or if effectiveness and efficiency decreased, but effectiveness decreased faster than efficiency (Schreyer, 2018).

Productivity is an objective concept. As an objective concept it can be measured, ideally against a universal standard (Kohli, 2016). As such, organizations can monitor productivity for strategic reasons such as corporate planning, organization improvement, or comparison to competitors. It can also be used for tactical reasons such as project control or controlling performance to budget. Productivity is also a scientific concept, and hence can be logically defined and empirically observed. It can also be measured in quantitative terms, which qualifies it as a variable. Therefore, it can be defined and measured in absolute or relative terms (Saari, 2018).

Many studies have shown a strong relationship between employee productivity and on job satisfaction, effectiveness, morale and workplace productivity could have tremendous effect in employee productivity. It just makes sense that people will work harder, faster and better when they are happy and positively motivated. The other side of the coin is also true. A stressful, unhappy workplace is rarely productive, and it takes just a few employees with bad attitudes or work habits to create enough interpersonal dissonance to negatively affect workplace productivity. Fortunately, employers can take steps to prevent poor attitudes from developing and also have mechanisms in place to get things back on track when difficulties arise. In the light of these, the study tends to close the knowledge gap examining the relationship between

team participation in decision making and employee productivity of private hospitals in Port Harcourt, Nigeria.

Furthermore, this study will also be guided by the following research questions:

- i. How does team participation in decision-making relate with employee efficiency of private hospitals in Port Harcourt?
- ii. How does team participation in decision-making relate with employee effectiveness of private hospitals in Port Harcourt?

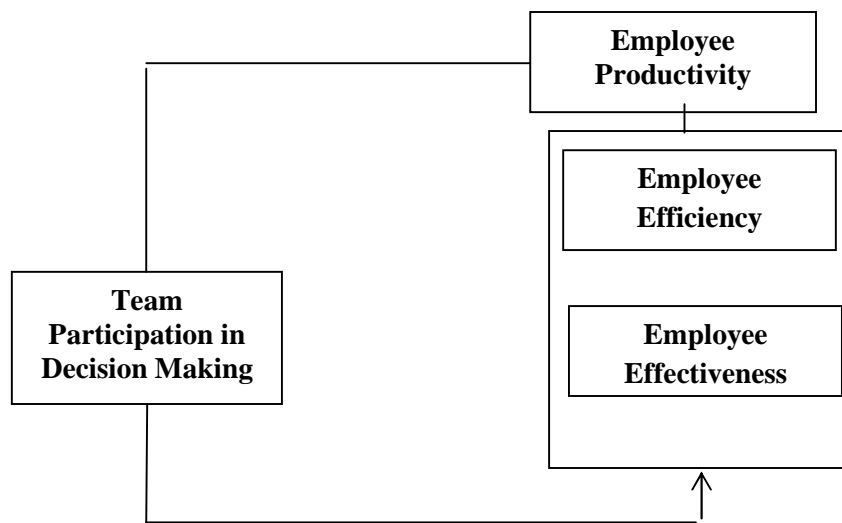


Fig.1: Conceptual Framework for the relationship between team participation and employee productivity

Source: Author’s Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Goal-setting Theory

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to peak performance managers and supervisors

must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman *et al*, 2005). Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir *et al.*, 2012). Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How team base management is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

Concept of Team

Team involves the collection of individual that works with one another to attain common objectives. Team building entails the process of providing the enabling environment where group of persons work together to achieve set goals. It is the method of assembling the right set of persons and allowing them to work with each other for the interest of a project. It is made up of stages such as elucidation of team objectives; definition of barrier to the achievement of objective; fronting the determined difficulties which enables the achievement of objectives set by the organization (Fapohunda, 2013).

According to Fajana (2002) teamwork involves the combination of resources of the organization in other to attain set objectives, where tasks are given to all the member in the firm, difficulties are faced together and subsequent solutions are equally sought together. Merriam-Webster also defined team as a number of persons associated together in work or activity. Also, Katzenbach and Smith (1993) opined that team is made up of a little number of persons, that have set goals or objectives and are committed to the common goals for which they are answerable to.

Building a team constitutes four components according to Ashish (2015), which are: goal setting, interpersonal-relationship management which involves creating effective and efficient working relationships, role clarification and problem solving.

Klein *et al.*, (2009) observed that, team building is a major organizational intervention of nowadays. More so, of all the intervention of firms' strategies, team building have the highest influence on monetary measures of firms' and employee productivity (Macy and Izumi, 1993). Klein *et al.*, (2009) observed that the activities in team building, such as team creation and training enhance a team's objectives outcome and supervisor's ratings of productivity. Building a team must be carried out in such a way that individuals that make up the group are highly interdependent, well-informed and have experience in the objectives to be achieved.

Furthermore, the strength and weakness of a team is found in the relationships among its members. It is a coming together or the assemblage of people with shared goals, where members' works toward achieving that set goals. Members also depend on the abilities of each other to achieve goals. According to Xing (2010) an ideal team has three distinct features: the feedback of the team and style of communication, their attitude and the means of achieving objectives and solving team problems. The behavior and conduct courtesies describe the protocols that the team members have accepted to as an obligation of being a member of a particular team. For team to be successful the members must accept every problem as a team problem, share any recorded failures as one; sees failures as means to enhance team functionality, because team members can learn from past failure and perform better. Research study focusing on team building started around 50 years ago in social psychology (Moreland, Hogg, and Hains, 1994). Due to nowadays work system which changes frequently and complex in nature has also brought about the demands of the emergent of teams to integrate skill and organizational resources to enhance the accomplishment of tasks (Kozlowski and Ilgen, 2006). Therefore, assigning task around team formation has now become the center point around where organizational structure is built (Belal and Selaiman, 2011).

Stages of Team Building

Tuckman (1965) proposed the following stages of team development:

Forming: In this period the team members are unsure of what they should do. Members of the team do not have close relationship with one another. This stage represents the fundamental phase of the team building, where members of the team often have diverse opinions about the team's purpose. Also, there is comparably little trust that exists among the members. Members are also very careful of how and what they say which makes every members to be on their best behavior.

Storming: It is a sorting out period where members begin to find their stands as team members. Also, in this phase the team members feel more contented and delightful in giving their opinion and some time challenges the team leader's authority and recommendations because of the passion they have for the team. In this stage argument is likely to arise. There may be disagreement about the purpose and objectives, leadership style, and working procedures of the team.

Norming: In this stage the members of the team start to apply their past experiences to bring solutions to predetermined issues. In this stage, the team establishes procedures and methods for tackling conflicts, taking decisions, and ways of accomplishing the team objectives. Also, in this stage, the members of the team develop a common vision and sets objectives for themselves as a result the team witness enhance stability and productivity.

Performing: In this phase the team has achieved consensus and compatibility, defined its tasks and objectives, formulate its relationships, and has started achieving results. In this stage members have also learned to work together, manage and resolve conflict and contribute their

knowledge, skills, and ideas to meet the team's objectives. This stage evince that the members now have an understood, shared objectives and high confidence in the team.

Transforming: In this stage the team is doing so marvellously well. It also serves as the conclusion stage where all the set objectives of the team have been accomplished.

Team Participation in Decision-Making

This team represents a collection of persons across formal department and hierarchical levels to form a team. The team participation in decision-makings are devoted to common shared objectives, works together as a unit and communicate often and proffer communal backing for each other. Pagell (2004) defined this type of team as collection of persons directed at creating opportunities that enables different experts from diverse department in the organization to achieve result together. This teams are very important due to the fact that they: curtail centralization in the organization, increase responsiveness to market, provide enhanced and better decisions and provide medium of better and improve communication that spread across department of the firm (Henke *et al.*, 1993; Rho, Hahmb, and Yu, 1994; Maltz and Kohli, 2000). Team participation in decision-making came out because of the need to aid the coordination among the departments in the organization (Daugherty, Chen, Mattioda and Grawe, 2009). Cross- functional team is an important tool to propel cross-functional union that enhances or bring about positive productivity in the organization (Ellinger, Daugherty, Keller, 2000). Also, Holland, Gaston and Gomes (2000) declare that team participation in decision-making comprises of persons who employ diverse skills to enable the attainment of set goals. Maltz and Kohli (2000) observed that team participation in decision-making involves the use of harmonizing mediums in activities which require the knowledge of experts from various functions of the organization. The cross- functional teams enhance the interaction of members of diverse departments in the organization (Turkulainen and Ketokivi, 2012; Pagell, 2004). More so, the extent to which an organization achieves integration is a product of the effectiveness and efficiency of cross-functional affiliation among the employee across the department that made up the organization (Topolsek and Curin, 2012). Team participation in decision-making plays a very significant role in overcoming inter-functional conflicts, (Majchrzak, More, and Faraj, 2012).

Ratcheva (2009) opined those team participation in decision-makings are made up of attainment of the boundary spanning activities, professional commonalities and social commonalities. Henke, Kranchenberg and Lyons (1993) observed that team participation in decision-makings have features like: the team structure, integration system and concerns for people. They further explained that organizations achieve benefits such as decentralized decision making, minimization of overhead hierarchical information and high quality of decision making. More so, Edmondson and Nembhard (2009) opined that team participation in decision-making has the capacity to increase learning processes of the employees and make members to be innovative, however those benefits are hindered by some factors such as the project complexity, team diversity, period of performance of members, and organizational infrastructure.

Concept of Employee Productivity

Happy workers are self-motivated and productive workers. It also creates resultant effects on the employee job satisfaction. The attitude of employees affects their productivity and efficiency in many ways and often without the awareness of the employees themselves. While positive attitudes generally result in increased productivity, negative attitudes can have the opposite effect. Productivity is useful as a relative measure of actual efficiency of production compared to the actual effectiveness of resources, measured across time or against common entities. As efficiency increases for a level of effectiveness, or as the amount of effectiveness decreases for a constant level of efficiency, an increase in productivity occurs (Freeman, 2017). Therefore, a "productivity measure" describes how well the resources of an organization are being used to produce effectiveness (Saari, 2016).

Productivity is often confused with efficiency. Efficiency is generally seen as the ratio of the time needed to perform a task to some predetermined standard time. However, doing unnecessary work efficiently is not exactly being productive. It would be more correct to interpret productivity as a measure of effectiveness (doing the right thing efficiently), which is outcome-oriented rather than efficiency-oriented. Organisational productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality (OECD, 2019). Productivity may also be defined as an index that measures efficiency (goods and services) relative to the effectiveness (labor, materials, energy, etc., used to produce the efficiency).

Hence, there are two major ways to increase productivity: increase the numerator (efficiency) or decrease the denominator (effectiveness). Of course, a similar effect would be seen if both effectiveness and efficiency increased, but efficiency increased faster than effectiveness; or if effectiveness and efficiency decreased, but effectiveness decreased faster than efficiency (Stephen, 2016).

Productivity is an objective concept. As an objective concept it can be measured, ideally against a universal standard. As such, organizations can monitor productivity for strategic reasons such as corporate planning, organization improvement, or comparison to competitors. It can also be used for tactical reasons such as project control or controlling performance to budget (Kholi, 2013). Productivity is also a scientific concept, and hence can be logically defined and empirically observed. It can also be measured in quantitative terms, which qualifies it as a variable. Therefore, it can be defined and measured in absolute or relative terms. However, an absolute definition of productivity is not very useful; it is much more useful as a concept dealing with relative productivity or as a productivity factor (OECD, 2019).

Productivity Measures

It has been said that the challenge of productivity has become a challenge of measurement.

Productivity is difficult to measure and can only be measured indirectly, that is, by measuring other variables and then calculating productivity from them (Saari, 2016). This difficulty in measurement stems from the fact that effectiveness and efficiency are not only difficult to define but are also difficult to quantify. Any productivity measurement system should produce some sort of overall index of productivity. A smart measurement program combines productivity measurements into an overall rating of performance. This type of system should be flexible in order to accommodate changes in goals and policies over time. It should also have the ability to aggregate the measurement systems of different units into a single system and be able to compare productivity across different units (OECD, 2019).

The ways in which effectiveness and efficiency are measured can provide different productivity measures. Disadvantages of productivity measures have been the distortion of the measure by fixed expenses and also the inability of productivity measures to consider quality changes (e.g., efficiency per hour might increase, but it may cause the defect rate to skyrocket). It is easier to conceive of efficiency as tangible units such as number of items produced, but other factors such as quality should be considered. Experts like Kohli (2017) have cited a need for a measurement program that gives an equal weight to quality as well as productivity. If quality is included in the ratio, efficiency may have to be defined as something like the number of defect-free units of production or the number of units which meet customer expectations or requirements.

Productivity is a required tool in evaluating and monitoring the performance of an organization, especially a business organization. When directed at specific issues and problems, productivity measures can be very powerful. In essence, productivity measures are the yardsticks of effective resource use. Managers are concerned with productivity as it relates to making improvements in their firm. Proper use of productivity measures can give the manager an indication of how to improve productivity: either increase the numerator of the measure, decrease the denominator, or both. Managers are also concerned with how productivity measures relate to competitiveness. If two firms have the same level of efficiency, but one requires less effectiveness thanks to a higher level of productivity, that firm will be able to charge a lower price and increase its market share or charge the same price as the competitor and enjoy a larger profit margin (Freeman, 2017).

Within a time period, productivity measures can be used to compare the firm's performance against industry-wide data, compare its performance with similar firms and competitors, compare performance among different departments within the firm, or compare the performance of the firm or individual departments within the firm with the measures obtained at an earlier time (i.e., is performance improving or decreasing over time?). Productivity measures can also be used to evaluate the performance of an entire industry or the productivity of a country as a whole. These are aggregate measures determined by combining productivity measures of various companies, industries, or segments of the economy.

Employee Efficiency

According to Etzioni (1964) as cited in Saari (2013), efficiency is the degree to which an organization realizes its goal achievement. Etzioni considers “operational efficiency” another name for “goal achievement”. Daft (1998) as cited in Mitchell (2012) defines three contingency approaches to the measurement of efficiency: Productivity approach assesses performance by observing the beginning of the process and evaluating whether the organization effectively obtains resources necessary for high performance. Hence, operational efficiency is defined as the ability of the organization to obtain scarce and valued resources. This represents low cost effectiveness, high quality raw materials. In many not-for-profit organizations it is hard to measure efficiency goal achievement or internal efficiency (Daft, 1998). Profitability approach looks at the internal activities. Thus, operational efficiency is measured as internal organizational health and efficiency on strong corporate culture (Daft, 1998).

Efficiency is the concept of how effective an organization is in achieving the outcomes the organization intends to produce (Etzioni, 1964) as cited in Sarri (2013). The idea of operational efficiency is especially important for non-profit organizations as most people who donate money to nonprofit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goal achievement. However, scholars of non-profit operational efficiency acknowledge that the concept has multiple dimensions and multiple definitions (Herman &Renz, 1998). For example, while most non-profit leaders define operational efficiency as 'outcome accountability,' or the extent to which an organization achieves specified levels of progress toward its own goal achievement, a minority of non-profit leaders define performance as 'overhead minimization,' or the minimization of fundraising and administrative costs. According to Richard (2009) operational efficiency captures operational efficiency plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility (Richard, 2009).

Efficiency is also dependent on its communicative competence and ethics. The relationship between these three is simultaneous. Ethics is a foundation found within operational efficiency. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goal achievement.

Foundations and other sources of grants and other types of funds are interested in operational efficiency of those people who seek funds from the foundations. Foundations always have more requests for funds or funding proposals and treat funding as an investment using the same care as a venture capitalist would in picking a company in which to invest. Operational efficiency is an abstract concept and is difficult for many organizations to directly measure. Instead of measuring operational efficiency directly, the organization selects proxy measures to

represent performance. Proxy measures may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies.

Efficiency is typically evaluated within non-profit organizations using logic models. Logic models are a management tool widely used in the non-profit sector in program evaluation. Logic models are created for specific programs to link specific, measurable effectiveness to specific, measurable impacts (McLaughlin & Gretchen, 2010). Typically, logic models specify how program effectiveness, such as money and staff time, produce activities and efficiencies, such as services delivered, which in turn lead to impacts, such as improved beneficiary health.

Employee Effectiveness

Armstrong (2006) defines effectiveness as the development of quantified objectives. Effectiveness is not only a matter of what people achieve but how they achieve. Effectiveness defined by Sultana *et al.*, (2012) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High effectiveness is a step towards the achievement of organizational goals and tasks. Frese and Sonnentag (2001) opined that an individual effectiveness is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. Platt and Sobotka (2010) assert that employee effectiveness is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual effectiveness are motivation, ability and opportunity to participate (Armstrong, 2009). He perceives effectiveness as a function of ability and motivation. There are a number of factors that affect employee effectiveness, the gender diversity impacts most their level of motivation hence their effectiveness. Stup (2003) describes several factors towards the success of employees' effectiveness. These factors include physical environment, equipment, meaningful work, effectiveness expectation, feedback on effectiveness, bad system among others. He adds that, to have a standard effectiveness, employers have to get the employees task done on track so as to achieve the organizational goals.

Sinha (2001) stated that employees' effectiveness is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the effectiveness. Stup (2003) also explained that to have a standard effectiveness, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their effectiveness. Furthermore, a reward system should be implemented based on the effectiveness of the employees. This is to motivate the employees in order to perform more on their task. There are several factors that being described by Stup (2003) towards the success of the employees' effectiveness. The factors are such as physical gender diversity, equipment, meaningful work,

effectiveness expectation, feedback on effectiveness, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Franco et al (2002) defined effectiveness that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the effectiveness of employees meet the required standards.

Team Participation in Decision-Making and Employee Efficiency

Katzenbach and Smith (1993) noted that team builds harmony that result in employee productivity and efficiency. Also, Cohen and Bailey, (1999) concluded that business firms that gives consideration to the building of team have result in better and enhance employee productivity, improved productivity and enhance problem solving at work and in organization.

The major aim and objectives of improving morale, communication, and team work is to improve productivity. The greater the morale of the team members, the fewer the mistakes, and better the collaboration, the more productive employees will be. According to Pagell (2004) team building is very important for employees in the organization because it make them more motivated hence increase productivity which is the main goal of team building. Team work activities calls for cooperation in other to work together, hence, providing an enabling business domain where employee can achieve better working relationship among one another. With this, productivity improves, as people can better work together based on mutual trust (Maltz and Kohli, 2000). However, Lazear (1998) asserts that for a team to improve employee productivity, firstly, team members must have different skills, ability, or information. Secondly, the different skills, ability, or information of team members must be in accordance with one another, and thirdly, the ability to communicate effectively and efficiently among group members.

Team participation in decision-making and Employee effectiveness

If an organization is to deliver excellent service on a consistent basis, teamwork is invariably the key. Organizations that encourage the formation of team by creating the environment where teamwork is one of the top priorities can retain valued employees; hence increase employee effectiveness, because of the commitment of the employee to the success of the team. Team essence is to eliminate diversity from the work environment, which helps efficiency of the employee to be persistent (Glassop, 1995). Gilmour and Hunt (1995) assert that persistency of employee efficiency is dependent on quality hence; one major objectives of building a team is to enhance the quality of efficiency of the organization which eventually influence employee effectiveness. Shivers (199) further explained that team participation in decision-making may also improve employee morale, improved quality of products and enhanced employee effectiveness. Also, Hasin, Seeluangsawat and Shareef (2001) observed that team work affects employee effectiveness because cross- functional team provides employee innovative tool on how to serve the customer better.

From the foregoing point of view, we hereby hypothesized thus:

- Ho₁:** There is no significant relationship between team participation in decision-making and employee efficiency of private hospitals in Port Harcourt
- Ho₂:** There is no significant relationship between team participation in decision-making and employee effectiveness of private hospitals in Port Harcourt.

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 317 of 6 private hospitals in Port Harcourt, Rivers State. The sample size of 175 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

Test of Hypothesis 1

Ho₁: There is no significant relationship between team participation in decision making and employee effectiveness.

Table 1: Correlations of Team participation in decision making and Employee effectiveness

			Team participation in decision making	Employee effectiveness
Spearman's rho	Team participation in decision making	Correlation Coefficient	1.000	.900*
		Sig. (2-tailed)	.	.037
		N	100	100
	Employee effectiveness	Correlation Coefficient	.900*	1.000
		Sig. (2-tailed)	.037	.
		N	100	100

Source: Survey data 2019 and SPSS version 22

From the above table rho-value is 0.900, when $P < 0.05$ this indicates a positive and strong relationship between the variables. Thus, the null hypothesis is rejected and alternate hypothesis accepted which states; there is significant relationship between Team participation in decision making and employee effectiveness.

Test of Hypothesis 2

Ho₂: There is no significant relationship between team participation in decision making and employee efficiency

Table 2: Correlations of team participation in decision making and Employee efficiency

		team participation in decision making	Employee efficiency
Spearman's rho	team participation in decision making	Correlation Coefficient	1.000
		Sig. (2-tailed)	.872
		N	.044
Employee efficiency	team participation in decision making	Correlation Coefficient	.872
		Sig. (2-tailed)	.044
		N	100

Source: Survey data 2019 and SSPS version 22

From the above table rho-value is 0.872, when $P < 0.05$ this indicates a positive and strong relationship between the variables. Thus, the null hypothesis is rejected and alternate hypothesis accepted which states; there is significant relationship between team participation in decision making and employee efficiency.

DISCUSSION OF FINDINGS

The first hypothesis sought to examine the relationship between team participation in decision making and employee efficiency. However, the hypotheses were stated that there is no significant relationship between team participation in decision making and employee efficiency. The result of the hypotheses test indicates significant relationship between team participation in decision making and employee efficiency. Team participation in decision making increases morale of team members. The greater the morale of the team members, the fewer the mistakes, and better the collaboration, the more productive employees will be. According to Pagell (2004) team building is very important for employees in the organization because it make them more motivated hence increase productivity which is the main goal of team building. Team work activities calls for cooperation in other to work together, hence, providing an enabling business domain where employee can achieve better working relationship among one another.

The second hypothesis sought to examine the relationship between team participation in decision making and employee productivity. However, the hypotheses were stated that there is no significant relationship between team participation in decision making and employee productivity. The result of the hypotheses test indicates significant relationship between team participation in decision making and employee effectiveness and employee efficiency. In the tail of these, Goleman (2015) pointed out that team participation in decision making influences employee productivity. Also, Holland, Gaston and Gomes (2000) declare that team participation in decision making enhances diverse skills that enables the attainment of set goals. Maltz and Kohli (2000) observed that team participation in decision making involves the use of

harmonizing mediums in activities which require the knowledge of experts from various functions of the organization. Encouraging team participation in decision making enhance the interaction of members of diverse departments in the organization (Turkulainen and Ketokivi, 2012; Pagell, 2004). More so, the extent to which an organization achieves integration is a product of the effectiveness and efficiency of team affiliation among the employee across the department that made up the organization (Topolsek and Curin, 2012).

CONCLUSION AND RECOMMENDATIONS

Today's business organizations have challenges that require the assimilation of different knowledge and expertise and the partnership of every member of the organization with the necessary understanding and abilities. As an important point, team management has become one of the primary management tools of this age. Furthermore, through the results achieved, we were able to observe that team based management is necessary to increase employee efficiency which will eventually enhance the performance of the employee. Team participation showed key importance in enhancing employee productivity in terms of employee effectiveness and employee efficiency. The literature reviewed also supported the outcome of this study. Through the findings of this study, organization in general and managers in particular can increase the general performance of their employee by ensuring that team participation is encouraged in the organization.

The following are the recommendations of the study:

- i. Non-public hospital' employee should be encourage to participate in decision making as an efficient and effective medium for gathering ideas, and the ability to utilize their full potential in the organization in other to enhance their productivity.
- ii. Individual employees should not hesitate to joining teams in the work place because it will assist them to get current and relevant information from shared perspective that will help them to satisfy customers.
- iii. Finally, the research study strongly suggests that managers of non-public hospital should provide enabling environment of trust (that is policies of trust) that will encourage the formation of teamwork activities in the organization in order to develop and enhance employee's work outcome.

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