



## Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker's of University College Hospital (UCH), Ibadan

Samson Ademola **ADISA**, Ojo Muhammed, **ORIADE** and Muhuti Adisa **JIMOH**  
Department of Psychology, University of Ibadan, Nigeria.

### ABSTRACT

**Purpose:** The study examines fairness of reward, job involvement and organizational communication as predictors of teamwork effectiveness among health workers in UCH. Teamwork effectiveness is important among health workers to optimize patient care, promote patient safety, and enhance clinical outcomes through collaborative and coordinated efforts across disciplines and specialties.

**Methodology:** A cross-sectional survey of 200 health workers, selected through purposive sampling, using a valid and reliable structured questionnaire that incorporated all research variables was used for data collection. A questionnaire containing the research scales were administered and data collected. The data were tested using multiple regression analysis and t- test for the independent sample at 0.05 level of significance.

**Findings:** Multiple regression analysis reveals that fairness of reward, job involvement and organizational communication jointly predicted teamwork effectiveness. The result further revealed that job involvement and organizational communication independent predict effectiveness teamwork. T- test for the independent sample analysis reveals that male respondents significantly reported higher on teamwork effectiveness than their female respondents. This implies that gender significantly influenced teamwork effectiveness.

**Implication/Conclusion:** It is evident from these research findings that fairness of reward, job involvement and organizational communication, along with gender differences are psycho-demographic tools that enhanced team interaction and consequently improve teamwork effectiveness. The paper concluded that for general hospital like UCH to optimize patient care, promote patient safety, and enhance clinical outcomes, teamwork effectiveness should be emphasized and given more attention.

**Keyword:** Health Workers, Fairness of Reward, Job Involvement, Organizational Communication, Teamwork Effectiveness, and UCH.

### Introduction

Teamwork is defined as interactions between team members who combine and integrate their resources to accomplish job requirements (Schmutz, Meier and Manser, 2019). In the healthcare setting, teamwork is essential as it requires the contributions of numerous specialised professionals and/or teams from different departments. Therefore, each individual involved must be aligned in their commitment to the patient's well-being. Due to the division of duty among healthcare specialists, no single person can provide complete treatment or care (Sicotte, Pineault and Lambert, 1993). Although coordination and job articulation are essential to care for units, team configuration and roles are frequently unclear, unstructured, or unstable. These characteristics of care teams suggest that teamwork may be complex. Nevertheless, there has been little research on hospital teams and the variables that affect team effectiveness (Lavelle, Darzi, Starodub and Anderson, 2022).

[Citation:](#)

Samson Ademola **ADISA**, Ojo Muhammed, **ORIADE** and Muhuti Adisa **JIMOH** (2024). Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker's of University College Hospital (UCH), Ibadan. *FUOYE Journal of Public Administration and Management* Vol. 2 (2), pg. 51-57 <http://fjpm.com>



Teamwork effectiveness, also referred to as team performance (The National Academy of Sciences, 2015), is a team's capacity to achieve its goals and objectives. Lee and Wong (2017) explain team effectiveness as incorporating team performance, innovation, and cohesion. It is the goal directed behavior of a team towards accomplishing a pre-determined goal (Maharani, 2014). The idea behind team effectiveness is that a group of people together can achieve much more than if they work independently (Akinfenwa, and Ehigie, 2018). As the industry and organizations have shifted towards team collaboration, rather than individual efforts, research on team performance has increased (Black et al., 2018; Bucata and Rizescu, 2017).

Many organizations face the challenge of optimizing teamwork effectiveness to achieve competitive advantage (Hamdan, 2017). However, the effectiveness of teams is influenced by various input factors (Heinemann and Zeiss, 2002). Maharani (2014) reports that the success of the team is determined by factors such as team atmosphere, relationships among the team members, flow of communication, direction of the top management and team leaders, objectives of organization and the team, and roles of individual members in the team and others. Other predisposing factors include culture, fairness of reward, job involvement, leadership skills, transfer and shared knowledge amongst the team individuals, and supportive behaviors of team members (Zhang and Jiang, 2015; Palmer, 2012; Mahfuz, 2011).

Fairness of reward is the extent to which decisions at work concerned rewards sharing are perceived as being just and equitable. Cropanzano, Bowen, David and Gililand, (2007) claim that the Concept of fairness is frequently determined by justice that a person might experience and the consequences that follow that experience. The individuals assimilate to what they believe is right according to their moral and ethical standpoints. Yiseth, Arboleda, Kenan and Bekic, 2016; Livingstone, Roberts and Chonko (1995), suggest that the internal equity is about what individuals perceive as fair in connection with evaluating their rewards relative to rewards of their peers. External equity is about perceived fairness of one individual's rewards relative to rewards of others in other organizations.

Justice matters because of the long-range benefits that employees might experience about how the treatment is going to develop over the time in the organization, which is associated to the control model and the economic interest of the human being; Social consideration that impacts the esteem that employees have within the group and how employee's inputs are recognized and evaluated; and the ethical considerations that maintain employees feelings that justice is morally appropriated which creates a better working environment and it minimizes the risks of bad managerial behaviors. Fairness and fair treatment mean dedication toward employees work, preventing the problems with other employees, informing before taking actions and refraining from complaining about the organization to (Yiseth, Arboleda, Kenan & Bekic, 2016; Moorman, Niehoff & Organ, 1993). Although the impact of fairness of reward has been demonstrated in various aspects of teamwork and organizational outcomes, there is ongoing debate about whether it is related to employees' behaviour (Kituyi et al, 2014), and by inference, team effectiveness. Meta-analyses have revealed mixed results about the relationships between fairness of reward and several work criteria at the teamwork (e.g. Palmer, 2012; Rabey, 2003; Sonal and Theophilus, 2016).

In efforts to increase teamwork effectiveness, members of the team has to be highly involved in the organizational process to ensured better output is achieved through their individual inputs as a team member of the organization they all belong. Saks, (2006) Job involvement not only increases the workers' job satisfaction, organizational commitment, organizational citizenship behavior, emotional attachment to the organization, voluntary actions beyond the job description, and participation in organizational decisions, but also reduces the desire to leave the job and promote teamwork effectiveness.

Teamwork will be superior to individual performance if the task that has to be done requires multiple skills. According to (Sadat et al., 2012), someone who is not involved in participating in the organization will assume that the work is considered not important for self-esteem and does not have an emotional attachment to the organization which has a negative impact on declining performance. Involvement refers to employee participation in decision making and problem solving, and increased autonomy in the work process. As a

Citation:

Samson Ademola **ADISA**, Ojo Muhammed, **ORIADE** and Muhuti Adisa **JIMOH** (2024). Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker's of University College Hospital (UCH), Ibadan. *FUOYE Journal of Public Administration and Management* Vol. 2 (2), pg. 51-57 <http://fjpm.com>



result, employees are expected to be more motivated, more committed, more productive, and more satisfied with work and contribute as a whole, participate in work and work flexibility (Rangus et al., 2016; Permarupan, et al., 2013; Narayanaswamy and Rao, (2014) ; Rahati et al.,2015).

Anne (2011), assert that one of the key aspects of teamwork effectiveness is open communication, wherein it enables the members of the team to articulate their feelings, express their plans, share their ideas, and understand each other's viewpoints. Communicationtheory.org, (2010), observed that communication in organizations occur at three levels viz., primary, interpersonal, between groups and at an organizational level and also takes place in three major forms, verbal, non-verbal and written. Similarly, the direction and flow of communication may be top-down, bottom-up and horizontal or lateral depending upon the hierarchical structure within the organisation (Mohanty and Mohanty, 2018; Postmes, 2003). The downward communication is about supervisor to subordinate communication whereas upward communication involves communication from subordinate to supervisor and horizontal or lateral communication is about the communication amongst the peer group. Communication among different departments is referred as cross-channel communication (Mohanty & Mohanty, 2018). The extent to which a manager accomplishes corporate goals depends on his or her ability to communicate effectively (Bucăța and Rizescu, 2017). The fact remains that many executives still do not understand what communication is and its role in the success of an enterprise (Musheke and Phiri, 2021). This warrants investigation into the role of organizational communication in achieving teamwork effectiveness.

### **Purpose of the Study**

The main objective of this study is to examine fairness of reward, job involvement and organizational communication as predictors of teamwork effectiveness among health workers in UCH, Ibadan.

The specific objectives include;

- To examine joint and independent prediction of fairness of reward, job involvement and organizational communication on teamwork effectiveness among health workers in UCH, Ibadan.
- To examine gender differences on teamwork effectiveness among health workers in UCH, Ibadan.

### **Hypotheses**

- Fairness of reward, job involvement and organizational communication will have significantly joint and independent influence on teamwork effectiveness among health workers in UCH, Ibadan.
- Male respondents will report significantly higher on teamwork effectiveness than their female counterparts.

## **METHODS**

**Design:** A cross-sectional survey was adopted. The independent variables are fairness of reward, job involvement and organizational communication, while the dependent variable is teamwork effectiveness.

**Setting:** The study was conducted among health workers of University College Hospital (UCH) Ibadan, Oyo state.

**Participants:** A total of two hundred and twenty (200) health workers of University College Hospital (UCH), Ibadan was sampled and used for this study.

**Instruments:** A self-report questionnaire was employed, having five sections, including demographic data, fairness of reward, job involvement, organizational communication and teamwork effectiveness scales. The demographic data include age, sex, marital status, tribe, religion, higher educational qualification, job status and Years of work experience. Fairness of reward was measured with 25-item scale that measures five sub scales of reward fairness such as; (1) Pay, (2) Fringe Benefits), (3) Recognition, (4) (Promotion) and (5) Job Security. It was adapted from Chan, (2007) and used by Mandong, J (2017). Respondents were required to rate the extent they agree or disagree with a series of statements as scored and coded on 4-point scale format ranging from 6=Strongly Agreed; 5= Agreed; 4= Partially Agreed; 3= Partially Disagreed; 2= Disagreed; 1= Strongly Disagreed on all items. Examples of items include, 1) I am satisfied with the company's basic salary because it is reasonable, 14) I am happy with the recognition and rewards for my

[Citation:](#)

Samson Ademola **ADISA**, Ojo Muhammed, **ORIADE** and Muhuti Adisa **JIMOH** (2024). Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker's of University College Hospital (UCH), Ibadan. *FUOYE Journal of Public Administration and Management* Vol. 2 (2), pg. 51-57 <http://fjpm.com>



outstanding performance. Mandong (2017), reported Cronbach's alpha ranged from 0.741 – 0.956. Cronbach's alpha of .96 was reported in the present study.

Job involvement was measured with the use of 18 items job involvement scale is designed by Thomas M.Lodahl and Mathilde Kejner, in 1965. Participants response was scored and coded on 5 point scale ranging from 1= strongly disagree, 2 disagree, 3= uncertain, 4= agree, 5 strongly agree. Examples of items include, 1) I am very much involved personally in my work, 16) I usually show up for work a little early to get things ready. Kanungo, (1982) reported Cronbach's alpha of 0.89. Cronbach's alpha of .74 was reported in the present study.

Organizational communication was measured with the use of 6 items developed and used by Seashore, Lawler, Mirvis and Cammann, (1983) to examine the degree to which communication flows freely between coworkers, and between supervisors and subordinates. Participants response was scored and coded on 7 point scale ranging from Strongly disagree=1, Disagree=2, Slightly disagree=3, Neither agree nor disagree=4, Slightly agree=5, Agree=6, Strongly agree=7. Examples of items include, 1) My coworkers are afraid to express their real views. Seashore, Lawler, Mirvis and Cammann, (1983) reported Cronbach's alpha of 0.84 in their study. Cronbach's alpha of .79 was reported in the present study.

Teamwork effectiveness was measured with the use of 6 items teamwork scale were taken from the study of Shanahan, Best, Finch, and Sutton (2007) and was used by Jalal (2016). Participant's response was scored and coded on 5 point scale ranging from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5) was used to measure the items. Examples of items include, 1) The team members in my department help each other to get the work done. Jalal (2016) report Cronbach's alpha of 0.93. Cronbach's alpha of .95 was reported in the present study.

**Procedure:** The researcher sought for the necessary approval from appropriate authority. After the permission has been granted, convenience sampling technique was adopted to recruit the participants into the study. In the data collection, the researcher approached the respondents individually to seek their informed consent for the study. Participants were given the right to decide if necessary to participant. The researcher first obtained a verbal consent from the respondent after explaining to the respondents the nature of the research and that the study is strictly for research purpose only. The respondents were assured that the information obtained would be treated confidentially. The questionnaires were retrieved immediately after completion. The questionnaires that were properly completed were used for data analysis.

## RESULTS

The two hypotheses stated were tested using SPSS version 23 (IBM Corp, 2015). First, a multiple regression analysis was carried out to determine the joint and independent influence independent variables on dependent variable, also include t-test for independent samples for testing significant difference between independent groups.

### Hypothesis one:

The result revealed that fairness of reward, job involvement and organizational communication have joint influence on teamwork effectiveness ( $R^2 = 47$ ,  $F(4,198) = 43.25$ ,  $p < .01$ ). When combined fairness of reward, job involvement and organizational communication accounted for 46% of the change observed in the self-report on teamwork effectiveness. This revealed that the collective presence of fairness of reward, job involvement and organizational communication had significant influence on teamwork effectiveness. The result further revealed that job involvement ( $\beta = .28$ ,  $t=4.63$ ;  $p < .01$ ), and organizational communication ( $\beta = .49$ ,  $t=8.03$   $p < .01$ ) were significant independent predictors of teamwork effectiveness. The hypothesis is thus accepted.

**Table 4.1: Summary of Multiple Regression Analysis Showing the Influence of fairness of reward, job involvement and organizational communication on teamwork effectiveness.**

Predictors	$\beta$	t	P	R	$R^2$	F	P
------------	---------	---	---	---	-------	---	---

Citation:

Samson Ademola ADISA, Ojo Muhammed, ORIADE and Muhuti Adisa JIMOH (2024). Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker's of University College Hospital (UCH), Ibadan. *FUOYE Journal of Public Administration and Management* Vol. 2 (2), pg. 51-57 <http://fjpm.com>



Fairness of reward	.04	.636	>.05				
Job involvement	.28	4.63	<.01	.683	.47	43.25	<.01
Organisational communic	.49	8.03	<.01				

## Hypothesis 2

The result from table 4.2 shows that male respondents ( $M=23.15$ ,  $S.D= 5.32$ ) significantly reported higher scores on teamwork effectiveness compare to their female respondents ( $M=21.61$ ,  $S.D =5.65$ ). Male respondents significantly reported higher on teamwork effectiveness than their female respondents ( $t(204) = 1.98$ ,  $p<.05$ ). This implies that gender significantly influenced teamwork effectiveness. The hypothesis is thus accepted.

**Table 4.2: t-test summary table showing difference between male and female respondents on teamwork effectiveness.**

	Gender	N	$\bar{X}$	Std	Df	T	P
<b>Teamwork effectiveness</b>	Male	120	23.15	5.32	204	1.98	<0.05
	Female	86	21.61	5.65			

## DISCUSSION

The results that test the first hypothesis revealed that fairness of reward, job involvement and organizational communication jointly predicted teamwork effectiveness. The result further indicated that job involvement and organizational communication were significant independent predictors of teamwork effectiveness. These results are in consonance with the findings of Rabey (2003), found that recognition and rewards have significant influence on teamwork. Also, Mahabeer and Govender (2013) found that the sub-dimensions of employee involvement significantly impact on the sub-dimensions of work team effectiveness in varying degrees, and employee involvement is an imperative tool for work team effectiveness. Mahfuz Judeh (2011) found a significant influence of the employee involvement on the teamwork effectiveness. Robert (2002) in his study also revealed that the higher of the job involvement influences the organizational effectiveness. Also, Shari (2015) found a positive relationship between both negative and positive feedback on the team effectiveness.

The second hypothesis revealed that male respondents significantly reported higher scores on teamwork effectiveness compare to their female respondents. This implies that gender significantly influenced teamwork effectiveness. These results are in consonance with the findings of katić, (2013), found that men are on average more satisfied, i.e. they have a higher regard for team synergy than women. Deviations are insignificantly higher among men than women. Also, Berlin (2009) by Ivanova-Stenzel and Kubler shows men perform significantly better than women on teamwork.

### Limitations of Study and Implications for Future Research

The study was limited to health workers in UCH, Ibadan. Based on the limitations of the study, any investigator who wants to replicate this study should endeavor to increase the sample size, involving employees in other service organizations. Data collected in the study were based on subjective reports from the respondents, using psychological scales. A more objective factor of effectiveness teamwork may be identified and researched upon to improve objectivity of data.

### Conclusion

The study have been able to contribute to knowledge by explore fairness of reward, job involvement and organizational communication as predictors of teamwork effectiveness among health workers in Nigeria. The results revealed that fairness of reward, job involvement and organizational communication jointly

[Citation:](#)



predicted teamwork effectiveness. Both job involvement and organizational communication independent predicted of teamwork effectiveness. Further result revealed that male respondents significantly reported higher scores on effectiveness teamwork compare to their female respondents. This implies that gender significantly predicted teamwork effectiveness.

## REFERENCE

- Kituyi, A. R., Yaghoubi, N. M., & Moloudi, J. (2014). Survey of Relationship between Organizational Justice and Empowerment (A Case Study). *European Journal of Economics, Finance and Administrative Sciences*, 24, 165-171.
- Lavelle, M.; Darzi, A.; Starodub, R.; & Anderson, J.E., (2022). The Role of Transactive Memory Systems, Psychological Safety and Interpersonal Conflict in Hospital Team Performance. *Ergonomics*, 65, 519–529.
- Mohanty, A., & Mohanty, S. (2018). The impact of communication and group dynamics on teamwork effectiveness: The case of service sector organizations. *Academy of Strategic Management Journal*, 17(4), 1-14.
- Narayanaswamy, & Rao, S. (2014). Job Involvement of Secondary School Teachers and Its Effect on Teaching Competency. *International Journal of Education and Psychological Research (IJEPR)*, 3(2), 50–53.
- Permarupan, & Saufi, R. A. (2013). Quality of work life on employees job involvement and affective commitment between the public and private sector in Malaysia, *Asian Social Science*, 9(7), pp. 268–278.
- Rahati, A., Sotudeh-Arani, H., Adib-Hajbaghery, M., & Rostami, M. (2015). Job Involvement and Organizational Commitment of Employees of Prehospital Emergency Medical System. *Nursing and Midwifery Studies*, 4(4), 1–6.
- Rangus, K., Drnovšek, M. and Di Minin, A. (2016) ‘Proclivity for open innovation: Construct development and empirical validation’, *Innovation: Management, Policy and Practice*. *Routledge*, 18(2), pp. 191–211.
- Sadat, M. & Fesharaki, H. (2012) ‘The Influence of Employees ’ Involvement in Performance Assessment System on Employees ’ Creativity’, 2(11).
- Schmutz, J.B.; Meier, L.L.; & Manser, T., (2019). How Effective Is Teamwork Really? The Relationship between Teamwork and Performance in Healthcare Teams: *A Systematic Review and Meta-Analysis*. *BMJ Open*, 9, e028280. [CrossRef]
- Sicotte, C., Pineault, R., & Lambert, J., (1993). Medical Team Interdependence as a Determinant of Use of Clinical Resources. *Health Serv. Res.* 28, 599–621.
- Lee, C & Wong, C. (2017), “The effect of team emotional intelligence on team process and effectiveness,” *Journal of Management & Organization*, 25(6), pp. 1-16.
- Maharani, D. (2014), “Team Effectiveness a Key to Success – An Empirical Study,” *International Research Journal of Social Sciences*, Vol. 3 No. 10, pp. 6-11.
- Musheke, M. M., & Phiri, J. (2021), “The Effects of Effective Communication on Organizational Performance Based on the Systems Theory,” *Open Journal of Business and Management*, Vol. 9, pp. 659- 671. <https://doi.org/10.4236/ojbm.2021>.
- Akinfenwa, S.O. & Ehigie, B.O. (2018), “Contextual Factors as Predictors of Involvement in Organisational Management among Police Officers in the South-West, Nigeria,” *African Journal for the Psychological Study of Social Issues*, Vol. 21 No. 1.

### Citation:

Samson Ademola **ADISA**, Ojo Muhammed, **ORIADE** and Muhuti Adisa **JIMOH** (2024). Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker’s of University College Hospital (UCH), Ibadan. *FUOYE Journal of Public Administration and Management* Vol. 2 (2), pg. 51-57 <http://fjpm.com>



- Black, J., Kim, K., Rhee, S., Wang, K. & Sakchutchawan, S. (2018), “Self-efficacy and emotional intelligence: Influencing team cohesion to enhance team performance,” *Team Performance Management*, Vol. 25 No. 4, DOI: 10.1108/TPM-01-2018-0005.
- Bucăța, G. & Rizescu, A.M. (2017), “The Role of Communication in Enhancing Work Effectiveness of an Organization,” *Land Forces Academy Review*, Vol. XXII, No 1, pp.85.
- Hamdan, Z., Oweidat, I. A., Faouri, I. A., & Codier, E. (2017), “Correlating Emotional Intelligence and Job Performance Among Jordanian Hospitals’ Registered Nurses,” *Nursing Forum an Independent Voice for Nursing*, Vol 52 No. 1, pp. 12–20.
- Heinemann, G. D., & Zeiss, A. M. (Eds.) (2002). *Team performance in health care: Assessment and development*. Kluwer Academic/Plenum Publishers. <https://doi.org/10.1007/978-1-4615-0581-5>.
- Maharani, D. (2014), “Team Effectiveness a Key to Success – An Empirical Study,” *International Research Journal of Social Sciences*, Vol. 3 No. 10, pp. 6-11, [www.isca.in](http://www.isca.in), [www.isca.m](http://www.isca.m).
- Zhang, X. & Jiang, J.Y. (2015), “With whom shall I share my knowledge? A recipient perspective of knowledge sharing,” *Journal of Knowledge Management*, Vol. 19 No. 2, pp. 277-295.
- Cropanzano Russel, Bowen, David E & Gililand, Stephen. W (2007): ” The management of Organizational Justice”, *Academy of Management Perspective*, Vol. 21(4) p. 34-48.
- Arboleda, Y., & Bekic, K., (2016): The effect of fairness and Job satisfaction in the Swedish Public Sector; *Nursing homes in Tierp and Gävle vol (16)*.
- Livingstone, L. P., Roberts J .A. & Chonko, L. B. (1995): “Perceptions of internal and external equity as predictors of outside salespeoples’ job satisfaction”, *The Journal of Personal Selling & Sales Management*, Vol.15(2)
- Moorman R. H., Niehoff B. P. & Organ, D. W. (1993): “Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice”, *Employee Responsibilities and Rights Journal*, Vol. 6(3), p. 209-225.
- Palmer, W. (2012). "Incentive and Disincentive: Will They Affect Performance.
- Rabey, G. (2003). The paradox of teamwork. *Journal of Industrial and Commercial Training*, 35(4), 158-162.
- Saks AM (2006). Antecedents and consequences of employee engagement. *Journal of Manage Psychol.* 21(7):600–19.
- Anne, (2011). Factors affecting effectiveness of teamwork at the national bank of kenya. Pp 1-37.

Citation:

Samson Ademola **ADISA**, Ojo Muhammed, **ORIADE** and Muhuti Adisa **JIMOH** (2024). Fairness of Reward, Job Involvement and Organizational Communication as Predictors of Teamwork Effectiveness among Health Worker’s of University College Hospital (UCH), Ibadan. *FUOYE Journal of Public Administration and Management* Vol. 2 (2), pg. 51-57 <http://fjpm.com>