

Organizational Family Culture and Employee Involvement in Nigeria Workplaces: An Empirical Analysis

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Abstract

This study empirically examined the relationship between organizational family culture (OFC) and employee involvement among manufacturing firms in Rivers State, Nigeria. The quasi-experimental research design (survey) was utilized. The sampling technique used was simple random sampling techniques. The sample size of 292 was obtained from 1074 employees of selected manufacturing firms in Port Harcourt using the Taro Yemen's formula. The Pearson's Product Moment Correlation Co-efficient was used to test the null hypotheses. The study revealed that firm-based family culture, team-based family culture, and consultative family culture all correlate positively and significantly with participation, empowerment, and teamwork. The study concludes that organizational family culture (OFC) is a vital strategy to improve employee involvement in today's organization setting. Additionally, organizational family culture leads to employee's commitment, effectiveness, productivity, innovativeness and adaptability in organizations that involve their employees in firm's processes. It recommends that, organizations should utilize firm-based family culture, team-based family culture and consultative family culture to drive and enhance workplace participation; empowerment and teamwork among their employees. Organizations should introduce organizational family culture to generate employee's commitment and strong feeling of attachment to the organization. Organizations should ensure that their employees are well developed through appropriate participation, empowerment and well planned team activities in order to acquire the needed competencies to properly carry out assigned tasks and take part in decision making and other processes relevant to their levels in the organization in order to create harmonious working relationship among members and drive organizational performance, among others.

Keywords: *firm-based family culture, team-based family culture, consultative family culture, participation, empowerment, teamwork.*

Introduction

Today's organizations are faced with rapidly changing markets, severe competitive pressures, and 'life choking threats' that make accurate forecast and long-term business plans highly unpredictable and unrealistic. Organizations therefore require practical business strategies and ideas to ensure that their growth, adaptability, improved productivity and survival are maintained. Proactive managers hence, are constantly on their "toes" to develop strategies that are capable of sustaining and empowering their organizations to advance progressively in the face of their numerous challenges, and rising competitions, as well as to gain competitive advantage over their rivals through the use of highly motivated, loyal and committed workforce, as well as their involvement in organizations' processes and making them see themselves and other employees in the organization as members of same family in order to pull every employee in the same direction to ensure successful achievement of organizations set goals and objectives (Obiekwe, 2018).

Employees are the most vital ingredient for organizational survival and effectiveness, and the instrument capable of transforming and moving an organization from where they are at present to where they want to be in the future. Employees who are skillful, knowledgeable, and competent, and highly committed are in high demand to be engaged and involved in organizations processes to enable organizations develop competitive advantages in the market place (Nwaeke and Obiekwe, 2017; Amah, 2014). There is therefore, the need for organizations to put in place appropriate strategies and approaches to business that emphasis cooperation, cohesiveness and values that encourages employee's total loyalty and commitment in order to utilize their human capital components to achieve organizational desired goals. Success in today's business arena requires that new approaches and well-designed strategies are developed and implemented for organizations to stand better chances of survival and business effectiveness. It requires that employees are seen from different light and employees are also made to see the organization from a new perspective. Organizational family culture (strategy to make employees see and relate to fellow employees and the organization as a family) thus become essential as a strategy to encourage employee's total loyalty and commitment in order to utilize their human capital components to achieve organizational desired goals. To be able to do this, willing employees with the right skills, abilities, and competencies should be involved.

Employee involvement is the process by which employees are empowered to participate in firm processes as to achieve individual and organizational efficiency and performance (Sofijanova and Zabijakin–Chatleska, 2013). It is the participation of employee in organizations decisions in order to solve problems, and increase employee development at work. The involvement of employees with the appropriate human capital empowers them to influence management decisions in a more efficient and productive manner (Obiekwe and Zeb-Obipi 2018). According to Apostolou (2000), "companies successfully compete through her employees". Today, organizations need to involve employees in virtually every aspect of organizational processes in order to enable them fully exploit the employee's potentials, abilities and competencies, in order to help the organization take hold of available opportunities and minimize the threats in the business environment. An employee who is not effectively involved, and who did not see his organization as a family to depend and relied upon can never be committed, but will always be on the lookout for opportunities outside, and will even be willing to sell the company's 'blue print', or 'secret ideas/recipe' to any willing competing organization, as he never see his employing organization as a family, as such, does not feel any obligation toward her (Obiekwe, 2018).

The aim of this paper is to empirically examine the relationship between organizational family culture and employee involvement in Nigeria's manufacturing organizations. The specific objectives of the study are: (1). To examine the relationship between organizational family culture on employee participation in the manufacturing firms in Rivers State Nigeria. (2). to examine the relationship between organizational family culture on employee empowerment in the manufacturing firms in Rivers State. (3). to examine the relationship between organizational family culture on teamwork in the manufacturing firms in Rivers State Nigeria. The research questions could be read off from these, and our hypotheses are:

- H₀₁:** There is no significant relationship between firm-based family culture and participation in the manufacturing firms in Rivers State Nigeria.
- H₀₂:** There is no significant relationship between firm-based family culture and empowerment in the manufacturing firms in Rivers State Nigeria.
- H₀₃:** There is no significant relationship between firm-based family culture and teamwork in the manufacturing firms in Rivers State Nigeria.
- H₀₄:** There is no significant relationship between team-based family culture and participation in the manufacturing firms in Rivers State Nigeria.
- H₀₅:** There is no significant relationship between team-based family culture and empowerment in the manufacturing firms in Rivers State Nigeria.
- H₀₆:** There is no significant relationship between team-based family culture and teamwork in the manufacturing firms in Rivers State Nigeria.
- H₀₇:** There is no significant relationship between consultative family culture and participation in the manufacturing firms in Rivers State Nigeria.
- H₀₈:** There is no significant relationship between consultative family culture and empowerment in the manufacturing firms in Rivers State Nigeria.
- H₀₉:** There is no significant relationship between consultative family culture and teamwork in the manufacturing firms in Rivers State Nigeria.

Literature Review

Theoretical Framework

This paper adopted a theoretical framework based on the social exchange theory and expectancy theory. The social exchange theory posits that any positive or negative behavior exhibited by an employee is a function of treatment they received from the employers. A social exchange relationship between an employer and his workers will lead to a harmonious working relationship and lead to a strong positive attitude in employees, working beyond normal call of duty, attending meetings and giving relevant information about the external business environment to management which will help in achieving organizational excellence. Social exchange theory encompasses the idea of a share obligations and responsibilities which exist between parties in a relationship (Lavelle, Rupp and Brockner, 2007). In this view, people's interactions and behaviors with others are primarily based on the expected rewards or punishments they will get from others.

Expectancy theory founded by the work of Victor Vroom (1964) posits that what determines how a person act is the expected outcome which is desirable to the person. An employee will be more likely to be motivated to put in a high level of efforts when he believes that his efforts will be adequately rewarded. Expectancy theory portrays the reasons why countless employees are not motivated by their conditions of work; as a result commit minimum effort just to get by in the work (Robbins, Judge and Sanghi, 2009). According to Baridam and Nwibere (2008) the expectancy theory's main focus which is of both managerial and theoretical importance is to find out the factors that make an employee to exert personal effort willingly to work at tasks that help a work unit or an organization to contribute to their production purpose. When

employees believe that the organization values them, care for them, and take them as “members” of the organization, it motivate them to exert effort to contribute towards organizations benefits.

Concept of Organizational Family Culture

Organizational family culture (OFC) is a sociological-management concept developed by Obiekwe (2018) and represents a managerial phenomenon involving strategies to make employees develop a sense of family towards the organization, and making them to see and relate to the organization and fellow employees as their ‘biological’ family. According to Obiekwe and Zeb-Obipi (2018), **organizational family culture (OFC) refers to the values, norms, mindset, shared beliefs, and attitude involving a group of people in an organization seeing and relating to one another and the organization as a family.** The concept encourages the spirit of community which makes members see and believe on the importance of been connected to each other in order to obtain support, genuine care, and expression of one’s mind, which is one key desire that employees seek to achieve in exchange to their efforts and commitment to an organization.

Organizational family culture is characterized by employees and their organizations accepting, caring and looking out for each other’s well-being and benefits, and also in significant value on reciprocity ideal in human interaction (Obiekwe, 2018). Milliman, Ferguson, Trickett and Condemi (1991) as well as Bolino and Turnley (2003) note that Southwest Airlines has this type of culture that emphasize a family spirit which make employees feel that they are one body, and make them care for one another as well as their customers, while the company considers employees’ families as an important part of the firm. This sense of “familiness” shared by an employee toward his employing organization and fellow workers, and which everybody in the organization share toward the organization and fellow workers represent organizational family culture (Obiekwe, 2018). Dimensions of organizational family culture are firm-based family culture, team-based family culture and consultative family culture (Obiekwe, 2018).

Firm-based family culture: this refers to values shared at the organizational level that give actual organizations’ member a sense of family in the organization (Obiekwe, 2018; Obiekwe and Zeb-obipi, 2018). Firm-based family culture and operates at the general organizational level, and is usually initiated by management, and is associated with the degree of extent to which management considers the effect of her policy decisions on her employees. The indicators of firm-based culture include; open door policy, fondness and admiration, employee’s recognition, favourable working condition, favourable firm climate, employees mentoring, employee welfare and organization/management support (Obiekwe, 2018; Obiekwe and Zeb-obipi, 2018).

Team-based family culture: this can be defined as the values shared at team level that give organizations’ actual member a sense of family in the team. This type of culture operates at the team or departmental level in an organization, and aim toward creating a harmonious working relationship among team members in order to achieve organizational effectiveness and improved performance (Obiekwe, 2018; Obiekwe and Zeb-obipi, 2018). Indicators of team-based culture include caring about fellow worker, recognition and reward of team members (Obiekwe, 2018). Other indices are members support, interdependency, team solidarity and cooperativeness. Heathfield (2016) note that collaboration is essential in an effective team culture to makes team members understand where the work of their team fits in the total framework of the organizations’ operational and strategic plan goals. Gleeson (2013)

recommended focus on communication, instilling of loyalty and encouraging collaboration to ensure a team-oriented culture.

Consultative family culture refers to values shared by actual member within the organization that elicit family member's contributions to the organization seen as extended family (Obiekwe, 2018). This type of culture operates at the individual member's level in the organization. Consultative family culture emphasizes a feeling of community that includes a feeling that employees see themselves as part of the organizational family, and that their families are also an important part of the firm. In this setting, the family members are happy because of the benefits they enjoy because their spouse/parents are member of the organization, hence they always offer some pieces of advice and suggestions on how they feel the focal organization member can improve on his work or services to the employing organization. Indicators of this type of culture in an organization include: Interest in worker's family, provision to worker's immediate family, liaison with worker's family and contributions from worker's family.

Benefits of Organizational Family Culture

Obiekwe (2018) identified several benefits of organizational family culture in an organization. These benefits include: (1) Creation of a productive environment in which every employee feels valued, accepted and belonged, and where their talents and knowledge are being fully utilized, and in which organizational goals are met. (2) Fostering of strong identification which causes or generate commitment in members. (3) Helps to develop employee organizational family attitude - the mindset or feeling that an employee has that makes him see himself as truly a member of an organization. (4) Promotes cooperation and harmonious management-workers relationship. (5) Generation of goodwill and mutual trust which promotes management-workers relationship which is fundamental for industrial peace, growth and progress of any organization. (6) Generates favourable social interaction in the workplace which helps to improve workers performance. (7). Provide rooms for maximum development of employees since everyone is seen as a vital and potential component of the organization capable of doing his best to help the organization succeed. (8). Stimulation of innovation by providing rooms for employees to interact and learn new knowledge and ideas from more skillful and knowledgeable employees both in formal and informal ways.

Concept of Employee Involvement

Employee involvement is a management initiative that concerned with how employees can be best and most appropriately engaged to participate in organizational processes in order to contribute to improvement in the success of their organizations (Heathfield, 2016). Sofijanova and Zabijakin–Chatleska (2013) define employee involvement as management initiative which allows employees to participate in decision making as well as their empowerment in order to utilize their abilities to achieve improved performance for both the employee and his organization. It is the act of ensuring that employees are empowered to take part in managerial decision-making and improvement activities that affect them in their works at their organization (Apostoluo, 2000). According to Marchington (1992), management initiates employee involvement to improve communication among workers, enhance employee commitment toward the organizations, and to let employees understand the importance of continuous creativity and need to make committed to their work in new and improved ways has added to the growing concern for employee involvement (Kingir and Mesci, 2010; Singh, 2009). Different measures of employee involvement have been identified by various authors. However, this study adopted with modification, the measures used by Sofijanova and Zabijakin–Chatleska (2013). Our measures are; participation, empowerment, and teamwork.

Employee Participation: This is management initiative or process in which opportunities are given to employees to partake in decisions, relating to their work or discuss issues to influence managerial decisions. Participation is the direct involvement of employees in decisions that relates to or affect their immediate work organization, and enable influence to be shared among individuals who are otherwise hierarchically unequal (Wagnew, 1994). According to Graham and Bennett (1997), employee participations implies that sufficient access to information are granted to employees they will be consulted before decisions that directly affects them is taken, and that negotiations about implementation of decision will be made jointly by the management and workers. Some indicators of employee participation are joint consultations, board representation, and committee membership, joint goal and target setting, among others (Apostoluo, 2000). Luthans (2005) noted that participation of employee in organizational processes is influenced by the individual personal abilities, experience and type of the duty to be carried out, as well as the structuring of the task. Employee's participation is considered as a key ingredient for organizational goal setting (Schein, 1992) and in increasing employee goal acceptance. Some major benefits of employee participation include: easy and successful implementation of decisions, ensures quality, enhances harmony in the organization, improves staff morale, instills a sense of pride and self-esteem and increases employee's motivations (Rice, 1987; Parshiadis 1987; Ward and Pascarelli, 1994). Zairi (1999) noted that employee participation involves delegating tasks as per the individual's responsibilities, and is positively related to overall effectiveness of the organization.

Empowerment: This refers to managerial process aimed at giving employees greater freedom, autonomy and self-control in decision making over their work (Sofijanova and Zabijakin–Chatleska, 2013). In the view of Apostolou (2000) empowerment refers to the power the employees have to take decisions. According to Khattak et al (2013), it is the provision of liberty of option and act, and is often equated with delegation. An organization that does not effectively empower her employees should not expect much from them. Major indices of empowerment include; delegation, training and development, and provision of feedback (Nwachukwu, 2006; Fapohunda, 2013). Delegation of authority help employees think actively all time to meet rising challenges that may arise in their work process. Nwachukwu (2006) however notes that a manager is not relieve of the necessity to account for the formal authority that he delegated to another person. Training on its part, helps employees to acquire needful skills, knowledge and competencies on the tasks to be accomplished, while feedback empowers one to know how good or bad his performances are.

Teamwork: A team is seen as a group of people who work interdependently to solve problems or accomplish tasks for which they were setup for. Teamwork is one of the most important ways of employee involvement. It is seen as an effective way of reducing organizational hierarchy and increase the employee involvement. Marchington and Wikinson (1998) observed that managerial control is at its most subversive and effective when employees take on responsibility for peer surveillance. Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013; Khattak et al, 2013). Teams and their performance depend on individual member's effort and collective work products (Earley, 1993). Effective team building must be based on the skills, abilities, and competencies of the individual team members. Denison (2000) has noted that organizations rely much on teams to improve their effectiveness and performance. It is however important to note collectively training and guidance of team members on best way to approach their work is essential for good team performance and in building highly effective organizations.

Benefits of Employee Involvement

Employee involvement helps to make implementation of decisions much possible and successful as employees see those decisions as their own and work ceaselessly to ensure its success (Rice, 1987). Employees can use the skills and knowledge learnt during the period to improved organizational decision-making capability, and result to empowerment, creativity, commitment, job satisfaction, motivation, as well as intent to stay (Apostolou, 2000). It foster trust and a shared commitment to an organizations objective (Kumari and Kumari 2014), and increases an employee's authority, and make his/her jobs challenging and interesting.

Employee involvement improve organizational decision-making ability at all level (Apostolou, 2000), increase job satisfaction, commitment and motivation, creativity, improve self-worth, empowerment (Carson et al, 1995), reduce turnover and increase productivity (Brown, 1999). It also improve organizations performance (Sofijanova and Zabijakin–Chatleska, 2013, Oparanma and Obiekwe, 2017), and improved decisions quality and willingness to accept authority.

Organizational Family Culture and Employee Involvement

Organizational family culture facilitates employee involvement programmes in organizations. Apostoluo (2000) noted that employee involvement generates high level employee commitment. But employees will be truly committed and devoted to the vision and goal s of an organization when he feel that he is needed and cherished by the organization. Some employees, irrespective of their position or pay in an organization will leave an organization for another organization even for a lower position and or pay when they do not see the organization and its members as a family to trust or depend upon. Kumara and Kumari (2014) has noted that employee involvement succeed in an organization where there is caring, honesty and where employees shows dignity and respect for fellow colleagues as partners in progress for organization success.

Involvements of employees also impact the organization positively when an organization culture gives room for open communication which is an index of firm-based organizational family culture. Organizational family culture and employee involvement promotes his continuous loyalty, commitment and creativity which fuel process improvement and improved performance. Seeing an organization as a family is only possible when the organizational climate is such that encourages a sense of community and oneness which helps to generate commitment. Thus, employee involvement is effective in an environment where the employee see himself as a “member” in the organization, and will want to reciprocate the favours he received by exerting greater efforts toward the well-being of the organization.

Methodology

The research design adopted in this paper is the survey method. The population of the study consists of 1074 employees of five selected manufacturing firms in Port Harcourt, Rivers State, Nigeria. The simple random sampling technique was used for the selection of the study respondents. A sample size of 292 employees was selected from the study population using the Taro Yemen's formula. Out of the 292 copies of the questionnaire distributed for this study, 252 were successfully retrieved. However, 30 were invalidated while 222 copies were duly certified valid for the study analysis. The reliability of the instrument was also achieved through confirmatory tests using Crombach Alpha coefficient. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient

Data Analysis and Results

Nine hypotheses were tested in this study. The results are presented below:

Table 1: Correlation between firm-based family culture and employee participation

		Firm-based FC	Participation
Firm-based FC	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	222	222
Participation	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

The SPSS window shows that the correlation coefficient of the variables x (firm-based FC) and employee participation is 0.613. The positive value of r ($= 0.613$) shows that a strong positive correlation exist between firm-based family culture (x) and employee participation (y). We therefore conclude that there is a significant relationship between firm-based family culture and employee participation in manufacturing firms in Nigeria;

Table 2: Correlation between firm-based family culture and employee empowerment

		Firm-based FC	Empowerment
Firm-based FC	Pearson Correlation	1	.288**
	Sig. (2-tailed)		.000
	N	222	222
Empowerment	Pearson Correlation	.288**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

The SPSS window reveals that the correlation coefficient of the variables x and y is 0.288. The low positive value of r ($= 0.288$) shows that a weak but positive correlation exists between firm-based family culture (x) and employee empowerment (y). We therefore concluded that there is a significant relationship between firm-based family culture and employee empowerment in manufacturing firms in Nigeria;

Table 3: Correlation between firm-based family culture and teamwork

		Firm-based FC	Teamwork
Firm-based FC	Pearson Correlation	1	.573**
	Sig. (2-tailed)		.000
	N	222	222
Teamwork	Pearson Correlation	.573**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

The SPSS window reveals the correlation coefficient of the variables x and y as 0.573. This positive value of $r = (0.573)$ shows that there is a strong positive correlation between firm-based family culture (x) and teamwork (y). Therefore we reject the null hypothesis and conclude that there is a significant relationship between firm-based family culture and teamwork in manufacturing firms in Rivers State of Nigeria;

Table 4: Correlation between team-based family culture and participation

		Correlations	
		Team-based FC	Participation
Team-based FC	Pearson Correlation	1	.603**
	Sig. (2-tailed)		.000
	N	222	222
Participation	Pearson Correlation	.603**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

The SPSS window reveals the correlation coefficient of the variables x and employee participation as 0.603. The positive value of $r (= 0.603)$ shows that a strong positive correlation exist between team-based family culture (x) and employee participation (y). We therefore reject the null hypothesis and conclude that there is a significant relationship between team-based family culture and employee participation in manufacturing firms in Nigeria.

Table 5: Correlation between team-based family culture and empowerment

		Correlations	
		Team-based FC	Empower ment
Team-based FC	Pearson Correlation	1	.297**
	Sig. (2-tailed)		.000
	N	222	222
Empowerment	Pearson Correlation	.297**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

The SPSS window reveals the correlation coefficient of the variables x and y as 0.297. Our small positive value of $r(0.297)$ states that a weak positive correlation exists between team-based family culture (x) and employee empowerment (y). Therefore, we have rejected the null hypothesis and conclude that there is a significant correlation between team-based family culture and employee empowerment in manufacturing firms in Rivers State of Nigeria;

Table 6: Correlation between team-based family culture and teamwork

		Correlations	
		Team-based FC	Team work
Team-based FC	Pearson Correlation	1	.492**
	Sig. (2-tailed)		.000
	N	222	222
Team work	Pearson Correlation	.492**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

Our SPSS window reveal that the correlation coefficient of the variables x and y is 0.492. Our small but positive value of $r = (0.492)$ shows a weak positive correlation between team-based family culture (x) and teamwork (y). We have therefore rejected the null hypothesis and conclude that there is a significant relationship between team-based family culture and teamwork in manufacturing firms in Nigeria;

Table 7: Correlation between consultative family culture and participation

		Correlations	
		Consultative FC	Participation
Consultative FC	Pearson Correlation	1	.623**
	Sig. (2-tailed)		.000
	N	222	222
Participation	Pearson Correlation	.623**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

The SPSS window reveals that the correlation coefficient of consultative family culture and employee participation is 0.623. Our positive value of $r (0.623)$ shows that a strong positive correlation exists between consultative family culture (x) and employee participation (y). We therefore reject the null hypothesis and conclude that there is a significant relationship between consultative family culture and employee participation.

Table 8: Correlation between consultative family culture and empowerment

		Correlations	
		Consultative FC	Empower ment
Consultative FC	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.000
	N	222	222
Empowerment	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

Our SPSS window reveals that the correlation coefficient of the variables x and y is 0.401. Our positive value of r (0.401) shows that a weak positive correlation exists between consultative family culture (x) and employee empowerment (y). Because of this positive value of r , we say that direction is the same: in other words, an increase in one direction is said to lead to an increases in the other. We therefore, reject the null hypothesis and conclude that there is a significant relationship between consultative family culture and employee empowerment in manufacturing firms in Nigeria;

Table 9: Correlation between consultative family culture and teamwork

		Correlations	
		Consultative FC	Teamwork
Consultative FC	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
	N	222	222
Teamwork	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	
	N	222	222

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 22.0

Our SPSS output window reveals that the correlation coefficient of the variables x and y is 0.530. Our positive value of r (0.530) shows that there is a strong positive correlation between consultative family culture (x) and teamwork (y). Therefore, we reject our null hypothesis and conclude that there is a significant relationship between consultative family culture and teamwork in manufacturing firms in Nigeria;

Discussions of Findings

Relationship between Firm-Based Family Culture and Employee Participation

The result ($r = 0.613$) shows that there is significant positive relationship between firm-based family culture and employee participation. The result implies that employee participation will increase with increase in firm-based family culture. Literature suggest a positive relationship between firm-based family culture and employee participation (Obiekwe, Zeb-Obipi and Oparanma, 2018; Obiekwe, 2018). This finding also agrees with generally held opinion that today's' firms contemporary management approach have cultures where organizations downplay central control method and give room for employees to participate in serious organizations' actions and processes at their levels in the organization (Apostoluo, 2000; Khattak et al, 2012). Schein (1992) and Zairi (1999) posit stated that employees participation are key factors for setting organizational goals and a key attribute which is positively related to a firm overall effectiveness. Our finding indicates that there is a positive relationship between firm-based family culture and employee participation.

Relationship between Firm-Based Family Culture and Employee Empowerment

The result of the study ($r = 0.288$) shows that there is significant positive relationship between firm-based family culture and employee empowerment. The result implies that employee empowerment will increase with increase in firm-based family culture. This positive value of r made us to say that direction is said to be the same. In other words, an increase in one direction is said to lead to an increases in the other. The literature suggested a positive relationship between firm-based family culture and employee empowerment (Obiekwe, Zeb-Obipi and Oparanma, 2018). This finding suggests that the attitudes and belief system held and shared by members of an organization should be such that help to build and empower the employee to grow and contribute meaningfully to the progress of the organization. Mathiprakasam (2003)

note that organizations need to develop her employees' skills and capabilities before they (organizations and employees) can perform well. This position corroborate with the position of Kitagawa and Watts (1999), that employees' empowerment and ability development are tasks which every management are responsible for, as they have to develop and design new programs for development and learning of their employees. Our finding indicates that there is a positive relationship between firm-based family culture and employee empowerment.

Relationship between Firm-Based Family Culture and Employee Teamwork

The result ($r = 0.573$) shows that there is positive significant relationship between firm-based family culture and teamwork. That means that an increase in firm-based family culture is positively associated with increase in teamwork in organizations. The implication of this finding is that firm-based family culture correlate very significantly with teamwork in organizations. The literature of the study also supports this result (Obiekwe, Zeb-Obipi and Oparanma, 2018). Several reasons could have accounted for this significant relationship. Firm-based family culture defines the vital values share by an employee that gives him a sense of family in the organization. If an organization seeks to attain competitive advantage over her competitors, it must utilize employee's synergitic effort to create innovative abilities. These abilities are mostly possible when organization utilizes teamwork. Denison (2000) pointed out that organizations are utilizing team effort to achieve their goals and objectives, as well as improve their performances. Carr (1992) notes that implementation of successful teams involves an extension of an already existing culture that is specific to an organization. Jones and Kato (2005) note that firms derive about 27% increase in performance when teams are utilized. In addition, introduction of teamwork in organizations make teams to trust the management more, and improve goal alignment between employees and their managers. The findings suggest that organizations with firm-based family culture will have more rooms for employee's teamwork than organizations without firm-based family culture. Our finding indicates that there is a positive relationship between firm-based family culture and employee teamwork.

Relationship between Team-Based Family Culture and Employee Participation

Our result, ($r = 0.603$) shows that there is a significant positive relationship between team-based family culture (x) and employee participation (y). Therefore, based on the positive value of r , direction among the variables is said to be the same. This implies that an increase in team-based family culture is associated with increase in employee participation. The finding support the report by Obiekwe and Zeb-Obipi (2018) that team-based family culture correlate with employee participation. Heathfield (2016) also noted that where effective team culture is in operation, team members comprehend where the work of their team fit in the entire organizational strategic plan. This of course will lead to better employee participation in team activities and processes, and will be possible when an employee is 'allow to participate' in team activities and processes. When an employee does not see a culture that promote shared support, trust, interdependence, and solidarity among his work group or teams, he may not have a sense of family there, thus tend to withdraw efforts and may not commit him/her effort, ideas and creativity even when given opportunity to participate either in decision making or finding out improved method of work because of fear of trusting others. The finding suggests that employee participation will be high in food and beverage manufacturing firms that have, exhibit and encourage high level of team-based family culture than those that do not have team-based family culture. Our findings indicate that there is a positive relationship between team-based family culture and employee participation.

Relationship between Team-Based Family Culture and Employee Empowerment

The result of the study ($r = 0.297$) shows that there is a significant positive relationship between team-based family culture (x) and employee empowerment (y). This means that increase in team-based family culture is associated with increase in employee empowerment. This finding support reports in literature that team-based family culture correlate positively with employee empowerment (Obiekwe and Zeb-Obipi, 2018). The implication of this finding is that team-based family culture correlate very significantly with empowerment of employees in manufacturing firms. Empowered employees are highly motivated for tasks accomplishment because people improve their own effectiveness, choosing how to do the task and using their creativity (Amah, 2014). Team-based cultures give room for better employee empowerment. The finding suggests that team-based family culture in an organization promotes effective employee empowerment. Our finding indicates that there is a positive and significant relationship between team-based family culture and employee empowerment.

Relationship between Team-Based Family Culture and Employee Teamwork

The result of the study ($r = 0.492$) shows that there is a significant positive relationship between team-based family culture and teamwork. Based on this positive value of r , we state that direction is the same: that is, as team-based family culture increase, so does teamwork. In other words, team-based family culture is positively associated with teamwork. This findings support an earlier position of Denison (2000) that organizations depend on team approach to improve their outcomes. Even today, organizational change literatures are calling for recognition that we are interdependent of one another rather than independent of one another. Obiekwe and Zeb-Obipi (2018) contends that a sense of team is heightened with member's interdependency, mutual support, team solidarity and cooperativeness. An organization that encourages structures in her teams/departments, which allows employees to develop sense of family with team members is laying a strong foundation for teamwork amongst her employees. In other words, team-based culture reinforces teamwork or team orientations among the employees. This finding indicates that there is a positive relationship between team-based family culture and employee teamwork.

Relationships between Consultative Family Culture and Employee Participation

The result of our study ($r = 0.63$) shows that there is significant positive relationship between consultative family culture (x) and employee participation (y). This means that increase in consultative family culture is associated with increase in employee participation. This finding supports earlier report in literature (Millimam, Ferguson, Trickett and Condemi, 1991). Andreassi and Thompson (2004) note that family culture exist in organizations whose general philosophy tend to tailor toward employees sensitive to family and its needs and also grants them support in the harmonious combination between paid work and family roles. The findings suggest that employees in firms with high consultative family culture will be more willing to participate in their firm's processes than firms without consultative family culture. This finding indicates that there is a positive relationship between consultative family culture and employee participation.

Relationship between Consultative Family Culture and Employee Empowerment

The result of the study ($r = 0.401$) shows that there is a significant positive relationship between consultative family culture and employee empowerment. Because of this positive value of r , we say that direction is the same: in other words, increase in consultative family culture is associated with increases in employee empowerment. This is in line with the position of Fapohunda (2013). Employees appreciate cultures which results to their empowerment and the wellbeing of their family members. Consultative family culture creates rooms for open and

honest communication for the employee, and a sense of community and bonding between the management and the employee and his family who sees the organization as an extended family. Since consultative family culture encourages open communication, there is room for employees to interact and learn from friends and family members who are more skillful and knowledgeable both in formal and informal ways. This empowers employees to learn and develop new thinking pattern to solving organizational problems in the most time and or cost saving methods (Heathfield, 2016). this finding suggest that organizations in which consultative family culture is part of its operation strategy will have employees who are more empowered than those that do not have consultative family culture. Our finding indicates that there is a positive relationship between consultative family culture and employee empowerment.

Relationship between Consultative Family Culture and Employee Teamwork

The result ($r = 0.530$) shows that there is significant positive relationship between consultative family culture and employee teamwork. This means that an increase in consultative family culture is associated with increase in teamwork. The literature of study suggested a positive relationship between consultative family culture and teamwork. Fapohunda (2013) notes that poor treatment of employees' spouse and families by organizations reduce employee's loyalty and commitment to organizations and teams objectives. However, families and spouses of employees should be rewarded for their loyalty and support, as this will make them exert more effort in supporting the focal employee member in his work for the organization. This finding suggests that organizations with consultative family culture will witness improved and effective teamwork among its employees than those without consultative family culture. Our finding indicates that there is a positive relationship between consultative family culture and employee teamwork.

Conclusion

Employees are vital building blocks for companies to develop and execute their strategies and to achieve stated goals and objectives. Organizations where members see and relate to other as a family derived better business performance and improved shareholders value through effective planned employee involvement. A well-structured organizational family culture, as well as employee involvement will serve as dependable and reliable strategic approach to gain competitive advantage over their rivals. The absence of organizational family culture could result to decrease in morale, low commitment, and employee turnover which probably could adversely affect productivity. For employees to appreciate their involvement and work toward the aim of involving them by the management, employees should be made to see themselves and other members of the organization as members of same family. Organizational family culture promotes effective employee involvement in organizations which leads to organizational positive outcomes such as commitment, effectiveness, productivity, innovativeness and adaptability.

Recommendations

Organizations should utilize firm-based family culture, team-based family culture and consultative family culture to drive and enhance workplace participation; empowerment and teamwork among their employees. Organizations should introduce organizational family culture to generate employee's commitment and strong feeling of attachment to the organization. Organizations should also ensure that their employees are well developed through appropriate participation, empowerment and well planned team activities in order to acquire the needed competencies to properly carry out assigned tasks and take part in decision making and other processes relevant to their levels in the organization. Organizations should put in

place structures that encourage collaboration and teamwork among organizational members in order to create harmonious working relationship among members and drive organizational performance. Furthermore, since employee involvement is vital for organizational effectiveness and improved performances, managements should endeavor to put in place a well-planned employee involvement programs that seek to effectively empower the employees to participate in decision making and other processes relevant to their levels in the organization.

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