

## Relationship Management and Work Team Effectiveness in Media Establishments in Rivers State

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**Abstract:** This study examined the relationship between relationship management and work team effectiveness. A literature review of concepts such as, relationship management, work team effectiveness, team commitment, team trust and team flexibility were done. The study examined fifteen media establishments in Rivers State, and a sample size of two hundred and twenty-five was obtained through random sampling technique. Three research objectives guided this study and corresponding three hypotheses were formulated. The Kendall tau\_b correlation was employed as the analytical tool in testing the formulated hypotheses. The study revealed that relationship management influences team commitment, team trust and team flexibility. Following these findings, the study concluded that relationship management positively and significantly influences work team effectiveness in media establishments in Rivers State. Based on the findings and the reached conclusion, the study recommended that, for teams to be effective, team members must first manage their relationships with others through setting boundaries based on team guidelines, effective communication and respect for others, fairness and openness to other team members.

**Keywords:** Commitment, Effectiveness, Flexibility, Relationship management

## **I. INTRODUCTION**

Employees are the key component of every organization as they are critical to its viability and competitiveness (Khan, 2013). The world of employment is facing a radical change (Ibrahim, Said, Abas & Shahreki, 2020) and in order to become more sustainable, an increasing number of organizations have been proactive in dealing with the issues that arise from rapid globalization, increasingly competitive markets, constant organizational change, and talent retention in order to achieve their business goals. This has made organizational success to become one of the most significant measures of how to develop better and better in the face of global competition. Companies today want to hire or train new workers who are able to go beyond their current positions to maximize performance.

Organizational policies should be geared towards improving performance of employees and such performances should be monitored and maintained. Failure to achieve this may result in setbacks to achieving organizational set goals and objectives. Thus, the managers need to recognize the value of their employees by encouraging them to remain for their resource talent to be used, and also discourage them from looking elsewhere for better opportunities (Majeetha, & Nirmala, 2020, Picollo & Colquit, 2006). Without employees, organizations will not be able to produce business results, achieve organization goals, or meet its financial objectives (Kim, & Foroudi, 2020; Igbinovia, & Popoola, 2016). Thus, employee performance is very significant for the progress and success of the organization, and it is dependent on the attitude displayed by the workers.

Attitudes at work are important because they influence how workers interpret their environments, follow through on their intentions, and act. We form our mental models of the world and the world of work based on our attitudes. It modifies how workers analyze and assess their workplace. Managers care deeply about the way their staff members feel about their work, their careers, and the firm as a whole. The way workers feel about their jobs has a significant impact on their ability to contribute to organizational success and their own professional fulfillment. People are more motivated and productive when they like what they do, therefore job satisfaction is an important factor in how well an employee performs within the framework of the organization. Staff morale, actions, and output all contribute to the success of an organization as a whole when workers feel fulfilled by their work (Liao, Lu, Huang & Chiang, 2012). Susanty *et al.* (2013) revealed that job satisfaction had a major and beneficial effect on productivity in the workplace.

Dissatisfied workers may emotionally and physically pull back from the workplace in response to stressful situations. Instead, if a person is content in their role, they will make every effort to bring their projects to fruition and see them through to completion. A positive outlook on one's employment increases one's chances of enjoying his or her career. Carpeter, Talya, and Erdogan (2009) define a work attitude as one's feelings about different aspects of one's job. People's actions in the workplace are often indicative of their attitudes about the place where they spend most of their working hours. Alotaibi, Amin, and Winterton (2020) noted that workers attitude has clear significance as it fosters positive outlook to work by developing and stimulating an exciting environment within an organization and makes the job satisfying.

In recognition of this reality, organizations have continuously focused on implementing several positive workplace attitudes enhancing policies and strategies to improve employee performance such as training, career development, and team working. However, one of the approaches to aid the achievement of this perceived imbalance and professional goals for workers therefore is the entrenchment of their emotional state and its handling, in relation to work-life initiatives and policies by employers of labour in the workplace (Dhani & Sharma, 2019). Emotional intelligence is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental wellbeing of the individual (Akinlade & Nwaodike, 2021).

In workplaces where people are constantly afraid and insecure, employees are at risk of "turning numb" to protect themselves. The lack of enthusiasm within the manufacturing companies are clearly seen in the faces of the workers and in the remarkably incentive ways managers and employees treat each other (Feldmann, Aper, & Meredith, 2011). The mechanism which allows a person to survive an emotionally painful environment also makes it difficult for them to respond sensitively and empathetically towards others. Some staff in the manufacturing industry seems not to be socially aware of the emotions and concerns of others. They do not know what is socially acceptable from them in society and how they should act in that manner. At the workplace, interaction with other people seems to be critical which may require the competency of empathy for better performance. Most manufacturing firms' employees are not socially competent employees. They lack the idea of putting themselves in others' position and then may proceed to certain inappropriate action.

Socially competent staff have the ability of understanding the overall psyche of an organization and political realities in groups, but most employees seem not be aware of this. They lack the ability to create organizational awareness that may enhance networking and coalition building which may make them to wield influence irrespective of their professional role. Organizations regardless of size, technology and market focus are facing employee retention challenges. Few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline.

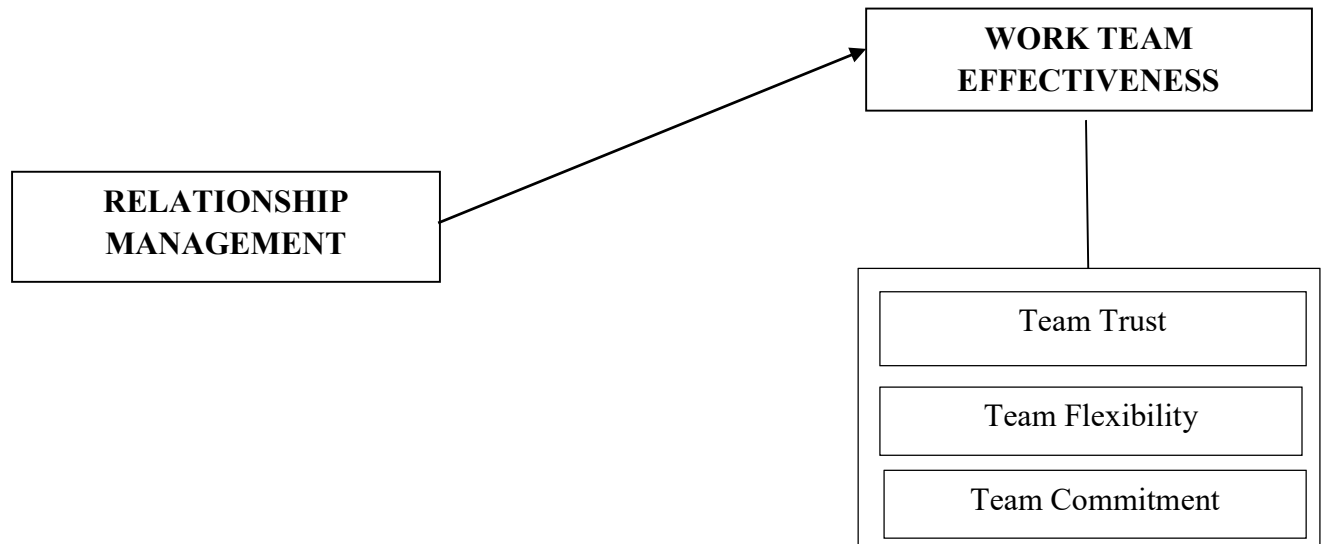
The study by Ibrahim, Said, Abas, and Shahreki (2020) noted that if workers have negative attitude towards work, the consequence can create problem in applying the prescribed job design, which means that there will be a failure in accomplishing organizational goals. This premise has made organizations to raise their level of work attitude so as to help them focus on identifying the range of causes that shape poor attitude as well as understanding how these causes operate to limit or enhance the performance of their workers. Work attitudes are developed as a result of some kind of learning experiences, or can also be formed simply by adapting the example and opinion of co-employees, friends and managers. This is mimicry or imitation, which also has a vital role to play in developing attitude at workplace whether negative or positive.

Poor work attitude according to Avolio, Zhu, Koh, and Bhatia (2004) is a performance that is adjudged by the owners/customers and some other significant as fallen below an expected standard. Poor attitude of workers has been observed among employees in both public and

private owned organizations. The poor attitude among workers has been and is still a source of concern to the owners, customers and members of the community as a whole. This is because of the great importance that workers have on the organizational development of any formal entity. All over the world there is unanimity of opinion about the fallen standard of workers attitude (Alonazi, 2020). Furthermore, Alonazi (2020) claimed that shareholders are in total agreement that their huge investment on organization is not yielding the desired dividend in terms of employees acting and sensing organizational changes, so as to seize the opportunity in taking decisions that will better place the organization competitively ahead. It is a common fact that humans have been driven to form groups and work together to achieve their goals, solve problems, generate more ideas, develop skills, survival, among other purposes (Sharma, 2010).

Furthermore, he noted that teamwork is one of the most noticeable and essential work configurations of this century, and is considered one of the most effective work forms. Levi (2014) suggests that even though the use of teams in the workplace has a long history, the past decades have shown that the notion of organizational teamwork has reformed. In the last decades, many studies have been conducted on the effectiveness of teams (Manzoor, Ullah, Hussain, & Ahmad, 2011; Sundstrom, McIntyre, Halfhill, & Richards, 2000; Kozlowski & Bell, 2003; Salas, Stagl, & Burke, 2004; Gil, Alcover, & Peiró 2005; Goodwin, Burke, Wildman, & Salas, 2009).

The literature based on teamwork suggests many benefits for organizations and for individuals. Some of the benefits of teamwork include their effectiveness at improving employee relations, employees' technical and interpersonal skills, quality of work life, job satisfaction and performance, organizational effectiveness growth, and flexibility. Teamwork also provides social support, encourage cooperation, and make jobs more interesting and challenging (Levi, 2014). Griffin & Moorhead (2014) pointed out that having a diverse workforce requires managers to identify and manage the varied attribute that exist among the employees in the organization. Therefore, businesses, educational systems and other entities are investigating ways to better serve their constituents to attract and retain the finest and most qualified employees (Gupta, 2013). On this background, this paper will examine how employee relationship management will correlate with work team effectiveness through the lens of team trust, team flexibility and team commitment as conceptualized in fig. 1, and as guided by the following objectives and hypotheses:



**Fig. 1: Conceptual Framework for Employee Relationship Management and Work Team Effectiveness**

**Source:** Desk Research, 2023.

- i. To ascertain the relationship between employee relationship management and employees' team trust of work teams in media establishments in Rivers State.
- ii. To examine the relationship between employee relationship management and employee team flexibility of work teams in media establishments in Rivers State.
- iii. To determine the relationship between employee relationship management and employee team commitment of work teams in media establishments in Rivers State.

**Ho<sub>1</sub>:** There is no significant relationship between relationship management and employees' team trust of work teams in media establishments in Rivers State.

**Ho<sub>2</sub>:** There is no significant relationship between relationship management and employee team flexibility of work teams in media establishments in Rivers State.

**Ho<sub>3</sub>:** There is no significant relationship between relationship management and employee team commitment of work teams in media establishments in Rivers State.

## **II. LITERATURE REVIEW**

### **Work Team Effectiveness**

Hackman and Wageman (2005) defined team effectiveness as a three-dimensional concept consisting of productive, social, and individual outcomes. Productive outcomes are the products, services, or decisions a team has produced, that meet or exceed standards for quality, quantity, and timeliness. In research, productive outcomes have been operationalized either objectively, using various productivity metrics (i.e. financial results, sales, profitability, mission accomplishment, efficiency, accuracy, and process improvement), or subjectively, using performance ratings (i.e. team-leader or team-member ratings of team performance, customer ratings of quality or team effectiveness; Mathieu et al., 2008). Social outcomes are another

essential aspect of overall team effectiveness; they capture the strength of the interpersonal bonds among team members, and enhance team members' ability and desire to work interdependently in the future. In research, social outcomes have been operationalized as viability, commitment, cohesion, trust, and identification, among others (Balkundi & Harrison, 2006; Breuer et al., 2016; DeChurch *et al.*, 2013; LePine et al., 2008; Wang et al., 2014). Finally, Hackman and Wageman (2005) argued that team members' personal (individual) outcomes cannot be ignored as part of the overall effectiveness of a team.

Accordingly, effective teams are those whose members learn new skills, develop positive interpersonal relationships, and enjoy improved well-being as a result of the team experience. Examples of individual outcomes examined in research include job/task satisfaction, learning, intrinsic motivation, and health and well-being (Adamovic, 2018; Nurmi & Hinds, 2016). Katzenbach and Smith (2003) highlighted team component as individuals with matching abilities, mutual initiative, and common objectives, to work approach. Kock (2003); Saxena (2014) further stated that teamwork symbolizes an important tactic by firms to make better their teamwork. Diversity within the teamwork is of worth to every organization (Kelli et al., 2015), and the performance outcome of teamwork indicates whether or not the team is effective or not (Katzenbach & Smith, 2003). Succinctly, success in team is by virtue of every member's mutual roles in the teamwork (Azmy, 2012).

Unfortunately, team effectiveness is circumscribed by several effects such as the diversity makeup of the team which can be a varied or same make up. At the initial establishment of the crew, similar teamwork achieves cohesiveness faster than varied teamwork (Saxena, 2014). However, varied teamwork are face with solving diversity problem such as class variance, prejudice, tribal sentiment, language and communication barrier (Saxena, 2014) thereby giving room to delay in project processes. Equally, bad attitude displayed by any member of the team can mess up strategies put in place by the teamwork, carelessly producing negative influence on teamwork (Steven & Zhiang, 2010). Moreover, there may be high worker turn over which may arise from the aftermath of an efficient worker leaving the firm because of prejudice (Sharon, 2018). Performance, interdependent work, and team satisfaction are the three variables that defined team effectiveness (Mohrman, Cohen & Mohrman (1995). Also, studies such as Katzenbach & Smith (2003); Khoshtale & Adeli (2016); reiterated that what make an efficient team is not farfetched from collaborations, interdependence, efficient communication, and focus. Covey (1989) in Uher & Loosemore (2004) revealed a basic edict of happenings required to attain positive teamwork and team concerted effort are: mutual respect, reliance, openness and combined effort. Once team members appreciate each other, there will be rapid growth in morale. The product of trust and will is open interactions, thus creating true teamwork.

The achievement of the crew rest on the common efforts of every team member (Azmy, 2012). Management procedure is imperative for developing organizational culture as it encompasses providing workers with the tactical issues and urgencies of the business. Organization set the framework where all workers can express their abilities to what they are intended to realize. This acknowledged that subsections put together teams and that crews carry their own cultural ideas to a project, triggering variances and coordination hitches. Teamwork is therefore the key to



enhancing individual and collective preparation, which influences the company's quality and efficiency by extension. The relation between teamwork and quality was, to be sure, reflected by Stewart and Barrik (2000).

### **Measures of Work Team Effectiveness**

#### ***Team Commitment***

According to Meyer & Allen (1997) commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for team commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the team can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi *et al*, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of commitment.

Also, Meyer & Herscovitch (2001) argued that the primary basis for the development of team commitment are personal involvement, identification with the relevant target, and value congruence (Meyer, Becker & Vandenberghe, 2004). As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of team commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, Sullivan & Harper, (2014) that team commitment reflects an emotional attachment and involvement in the team. But earlier, Allen & Meyer (1991) defined team commitment as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that team commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

Shahid and Azhar (2013) argued that employee commitment has been an important factor to determine the success of an organization and that employee commitment to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increase in achievement, productivity and effectiveness. In addition, that the three top drivers to employee commitment are fulfillment, fairness and care and concern for employees. According to Beheshtifar & Herat (2013), employee commitment is also seen as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Bratton & Gold (2007) and Lee & Chen (2013) said employee commitment is relative to the worker's attachment to participation in the activities of the organizations in which they are employed.

In another development, Bennett and Robinson (2000) performed an exploratory study which identified three psychological bases for organizational attachment. They are compliance commitment, identification commitment and internalization commitment. Compliance

commitment is conceived to mean the employee is committed to the organization because there are high monetary and social costs associated with the organization. Identification commitment is commitment based on an emotional bond with the organization and the person's desire to be affiliated with the organization. And lastly, internalization commitment is internalizing norms shared with the organizations goals, value and mission as encapsulated by (Madi,Hamilton, Squirrel, Mioulet, Evans, Lee, & King, 2012).

### **Team Trust**

Trust is primordial in all aspects of social life (Yu, Mai, Tsai, & Dai, 2018). Overall, it is a mechanism for reducing uncertainty and allows the creation of assumptions about future behaviors of the parties involved in a relationship (Mendonça & Tamayo, 2008). Trust indicates that the personal and professional relationship can be established and maintained for a long time, since its base is related to the values and previous experiences. Thus, the trust can be understood as the learned and confirmed expectations by individuals and teams with whom they live, based on the natural order, moral and social (Mendonça & Tamayo, 2008). Typically, high trust people are seen to display more honest and compliant behavior and cheat less than not trustworthy people (Rotter, 1980). In this setting, trust in the team environment is seen as a psychological process in individual related processes at the organizational level (Payne, 2007). It is an expectation taken by an employee, a group or a company, notwithstanding of acts which are ethically justifiable, morally correct decisions and actions based on politically correct principles (Payne, 2007). The team trust is attached to employees who identify with the team and wish to establish long-term relations with it (Yu *et al.*, 2018).

Thus, team trust implies a perceived state of vulnerability, taking risks due to uncertainty about the motives, intentions and actions in whom it was laid up (Almeida, 2011). It is in this way that individuals create mental models in relation to the operation and the organization's mission, being able to determine whether you can establish a relationship of trust with the organization of the participation by relating it, even with organizational values, social norms and the cognitive process (Oliveira and Souza, 2014). Employees' trust in the organization in general and, in particular at the leading positions, plays a key role in the dissemination of the workplace decisions, such as personal experiences (Capell, Tzafrir, Enosh, & Dolan, 2017) and sharing knowledge ideas (Yu *et al.*, 2018). In addition, employees are more likely to admit their negative feelings when they work for leaders that they trust in (Lee, Gillespie, Mann, & Wearing, 2010).

This is because, righteous leaders transmit their ethical expectations to employees when they have clear communication and hear what employees think about the organizational situations, as a decision-making, for example (Brown, Treviño, and Harrison, 2005). Thus, it facilitates the adherence to the workplace when employees perceive it as a particular company which has fair procedures (Li, Masterson, & Sprinkle, 2012). Trust in the workplace plays a central role in the evaluation of justice, and, when employees have trust in the company, they develop a positive feeling about the political and organizational practices (Wong, Mok, & Yeung, 2012). In a recent study Schwepker (2018) with 408 sellers suggested that person-organization ethical values positively influence employees' commitment to the customer as well, and the trust in the leadership. Trusting team members directly affects commitment and mediates the relationship



between person-organization ethical values and unethical purpose. Along similar lines, the literature shows that trust is a significant predictor of Justice (Hoy & Tarter, 2004; Li, Masterson, & Sprinkle, 2012), and the perception of organizational trust mediates the relationship between the employee and their perceptions of justice. The team context and conditions that assume porting and facilitate reliable actions and behavior by the employer and its agents may be critical in how employees perceive the right decisions and their perceptions of ethical behavior (Kickul, Gundry, & Posig, 2005).

### **Team Flexibility**

Flexibility is a team's capacity to adjust to changes that are unexpected from the environment as well as to continue to exist in the midst of threat from the environment, and use those changes as opportunities to increase performance (Richard, 2013). It is the capability of the organization to do extremely well in a quick and flexible way in responding to business environment changes both globally and locally (Sherehiy, 2008). Furthermore, it is a strategy adopted by the organization to maintain and utilize its resources effectively and efficiently to responding to customers' needs in a speedy way. Flexibility is the capacity of effectively responding to changes (Piderit, 2000). It has to do with a firm's capacity to act in response to the frequent and constant changing needs in the external business environment of the organization.

It is also a business enterprise capacity, according to Bran, Militaru, and Ionescu (2015), to promptly and resourcefully respond to organization's market changes by offering innovative goods or services swiftly to the market through flexible information system. Thus, Sushil and Burgess (2016) expressed that a flexible organization must have the ability to react to changes using its capacity to build goods or services that are innovative to current needs of customers. More so, flexibility has to do with the capability for environmental as well as resource compatibility which has to do with capability to achieve different objectives by means of the same technologies (Sherehiy, 2008).

Flexibility has become a significant tool in achieving advantage competitively in the midst of globalization and frequent technological changes (Keats and DeMarie, 1998). More so, increase in competition among organizations, advancement in technologies, environmental uncertainties, consumers' high taste for quality etc. need urgent organizations' attention. dynamic nature of today's business has made it more significant for organization to be more flexible so as to survive and attain advantage competitively. Organizations should be able to have flexibility in building structures that can easily align to changes in the environment (Lovelock, 2001). Flexibility assist organizations to respond to changes and enable them to learn adapt and change to quickly respond to opportunities.

### **Relationship Management**

Shahhosseini, Silong, Ismaill, and Uli (2012) proposed that the relationship management relates on how we interact with others in emotionalsituations. They further noted that managing relationship set of competencies includes essential social skills. Simunek, Schutte, and McKenley (2000) believe that managing other relationships involves sensing people's developmental needs and bolstering their abilities, a talent not just of excellent coaches and mentors, but also

outstanding leaders. They further noted that this competence in developing others is a hallmark of superior managers; among sales managers. Uzma and Tajammal (2013) points out that effective people sense others' reactions and fine-tune their own responses to move interaction in the best direction. This emotional competence emerges over and over again as a hallmark of star performers, particularly among managers, executives and supervisors. They believe that star performers with this competence draw on a wider range of persuasion strategies than others do, including impression management, dramatic arguments and appeals to reason.

Bradberry, and Graves (2009), relationship management requires them to be genuine and put collective goals before their self-interests; otherwise what would manifest as effective persuasion becomes manipulation. Creating an atmosphere of openness with clear lines of communication is a key factor in organizational success. Checa, and Fernandez-Berrocal (2019) states that relationship managers exhibit good communication competence that are effective and deal with difficult issues, listen well and welcome sharing information fully, and foster open communication and stay receptive to good news as well as bad news. This competence builds on both managing people's own emotions and empathy; a healthy dialogue depends on being active to others' emotional states and controlling the impulse to respond in ways that might sour the emotional climate. Effective conflict management and negotiation are important to long-term, business relationships among both parties involved, such as those between retailers and manufacturers.

In a survey of retail buyers in department store chains Ganesan (1993) notes that effectiveness at win-win negotiation was an accurate barometer of the health of the manufacturer-retailer relationship. Those adept at the visionary leadership competence draw on a range of personal skills to inspire others to work together towards common goals. They are able to articulate and arouse enthusiasm for shared mission and vision statement, to step forward as needed in order to guide the performance of others while holding them accountable, and to lead by example. Outstanding leaders integrate emotional realities into what they see and so instill strategy with meaning and resonance. Emotions are contagious, particularly when exhibited by those at the top, and extremely successful leaders display a high level of positive energy that spreads throughout the organization. The more positive the style of a leader, the more positive and cooperative are those in the organization (Cherniss, 2010).

Those with good relationship management disposition are typically team players; effective relationship management involves creating a positive impact on others (Widayati, Arijanto, Widjaja, & Fintura, 2021). Furthermore, they noted that rather than focus on their own success first, they help others develop and shine. They can manage disputes, are excellent communicators, and are effective in building and maintaining relationships. Yang, and Ma (2020) identified the competencies of relationship management: inspirational leadership, influence, developing others, change catalyst, conflict management, building bonds, teamwork and collaboration. According to Zeidner, Roberts, and Matthews (2009), the expression of emotion has an important role in leadership. Emotionally intelligent leaders inspire others by sharing freely what excites them in a way that invites others to join the pursuit of a particular goal. Leaders at each level of the organization must understand the company's purpose, vision,

values, and goals and be able to communicate and inspire employees so that they know how the work they are doing contributes to the overall success of the company.

### **III. METHODOLOGY**

This study applied the correlational research design. Correlational research design refers to studies in which the purpose is to discover relationships between variables through the use of correlational statistics. A correlational research design is useful in determining the degree to which two or more variables are related (Creswell, 2008). A population is the accessible components of the census normally established in numbers (Baridam, 2001). For this study, our population is the total number of Media establishments in Rivers state, but the researcher, on considering the similarity in operation in this industry, used Media establishments in Port Harcourt. A total of fifteen (15) media establishments were selected. The criteria for this selection were based on the staff strength and existing office presence in Port Harcourt of the establishments. The researcher only selected establishments with a staff strength that is above twenty (20) in each of the establishments in Port Harcourt. The various establishments and their staff strengths as provided by the human resource persons gave the researcher a population of five hundred and sixteen (516) respondents at the various selected levels in the understudied media establishments.

**Table 1: Table showing Population distribution**

| <b>S/N</b> | <b>Media Establishments</b>        | <b>Population Distribution</b> |
|------------|------------------------------------|--------------------------------|
| 1          | Radio Rivers                       | 48                             |
| 2          | Rhythm FM                          | 23                             |
| 3          | Wazobia (Cool and 9ja Info)        | 31                             |
| 4          | Wave FM                            | 22                             |
| 5          | Garden City FM                     | 21                             |
| 6          | Love FM                            | 20                             |
| 7          | Naija FM                           | 21                             |
| 8          | Ray Power                          | 23                             |
| 9          | Wish FM                            | 20                             |
| 10         | Treasure FM                        | 20                             |
| 11         | The Guardian Newspapers            | 23                             |
| 12         | Nigeria Television Authority (NTA) | 83                             |
| 13         | Rivers State Television (RSTV)     | 87                             |
| 14         | Daar Communications Limited        | 51                             |
| 15         | The Nation Newspapers              | 23                             |
|            |                                    | <b>516</b>                     |

**Source: Field Data, 2023.**

The researcher adopted the random sampling technique. In the random sampling technique, the researcher randomly selected the sampling units that will be included in the study because she feels they are representative of the target population (Baridam, 2001). The Taro Yamane's formula was applied to determine the total sample size from the accessible population: The total sample size is calculated mathematically using Taro Yamane's formula as shown below.

$$n = \frac{N}{1+N(e)^2}$$

Using the proportional sample, the sample size was obtained as follows:

$$\begin{aligned}
 \text{Where } n &= \text{Desired Sample size} \\
 N &= \text{Population size} \\
 l &= \text{Constant} \\
 e &= \text{Degree of error expected.} \\
 \text{Therefore: } N &= 516 \\
 e &= 5\% = 0.05 \\
 \text{Thus: } n &= ? \\
 n &= \frac{516}{1 + 516(0.05)^2} \\
 &= \frac{516}{1 + 516(0.0025)} \\
 &= \frac{516}{2.29} \\
 n &= 225
 \end{aligned}$$

The individual media establishments' sample size is scientifically determined and distributed for each of the establishments in Port Harcourt respectively using Bowley (1964) formula as follows:

$$n_h = \frac{N_h * n}{N}$$

Where:

$n_h$  = Sample size for each organization

$N_h$  = Population size for each company

$N$  = Total population size

$n$  = Total sample size

**Table 2: Table showing Population and Sample Distribution**

| S/N | Media Establishments               | Population Distribution | Sample Distribution |
|-----|------------------------------------|-------------------------|---------------------|
| 1   | Radio Rivers                       | 48                      | 21                  |
| 2   | Rhythm FM                          | 23                      | 10                  |
| 3   | Wazobia (Cool and 9ja Info)        | 31                      | 13                  |
| 4   | Wave FM                            | 22                      | 10                  |
| 5   | Garden City FM                     | 21                      | 9                   |
| 6   | Love FM                            | 20                      | 9                   |
| 7   | Naija FM                           | 21                      | 9                   |
| 8   | Ray Power                          | 23                      | 10                  |
| 9   | Wish FM                            | 20                      | 9                   |
| 10  | Treasure FM                        | 20                      | 9                   |
| 11  | The Guardian Newspapers            | 23                      | 10                  |
| 12  | Nigeria Television Authority (NTA) | 83                      | 36                  |
| 13  | Rivers State Television (RSTV)     | 87                      | 38                  |
| 14  | Daar Communications Limited        | 51                      | 22                  |
| 15  | The Nation Newspapers              | 23                      | 10                  |
|     |                                    | <b>516</b>              | <b>225</b>          |

**Source: Field Data, 2023**

The research tool of this study is the research questionnaire. The questionnaire showcased various items seeking different information from the targeted respondents and it was structured

in a simple and direct method, and also, complex questions were avoided. The variables of the study, both predictors and criterion variables, are measured using the 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent). The Kendall tau\_b statistics was used to test the hypotheses raised through the use of the social science statistical package (SPSS), version 25. The reason for choosing the Kendall tau\_b statistics as a statistical tool is because the research questions were formulated in ordinal form.

#### IV. ANALYSIS OF DATA AND DISCUSSION OF FINDINGS

**Decision rule:** The decision rule which applies for all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject hypothesis on the basis of evidence significant relationship; and where  $P > 0.05$ , accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the tau\_b interpretations provided by Bryman and Bell (2003) as shown in table 3:

**Table 3: Description on Range of correlation (Tau\_b) values and the corresponding level of association**

| Range of tau_b with positive and negative sign values | Strength of Association |
|-------------------------------------------------------|-------------------------|
| ± 0.80 – 0.99                                         | Very Strong             |
| ± 0.60 – 0.79                                         | Strong                  |
| ± 0.40 – 0.59                                         | Moderate                |
| ± 0.20 – 0.39                                         | Weak                    |
| ± 0.00 – 0.19                                         | Very Weak               |

**Source:** Adopted from Ahaiauzu & Asawo, 2016, *Advance Social Research Methods*

The positive (+) sign in the values of (*Tau\_b*) indicates a positive relationship, while the negative (-) sign in the value of (*Tau\_b*) indicates an indirect/negative or inverse relationship. Thus, the sign of the *taub* explains the direction of association between the two variables. The above table forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong as seen from table 3.

**Table 4: Table showing correlations between employee relationship management and the measures of work team effectiveness**

|                 |           |                         | RelateMgt | Tcommit | Ttrust | Tflex  |
|-----------------|-----------|-------------------------|-----------|---------|--------|--------|
| Kendall's tau_b | RelateMgt | Correlation Coefficient | 1.000     | .602**  | .594** | .706** |
|                 |           | Sig. (2-tailed)         | .         | .000    | .000   | .000   |
|                 |           | N                       | 201       | 201     | 201    | 201    |
|                 | Tcommit   | Correlation Coefficient | .602**    | 1.000   | .647** | .615** |
|                 |           | Sig. (2-tailed)         | .000      | .       | .000   | .000   |
|                 |           | N                       | 201       | 201     | 201    | 201    |
|                 | Ttrust    | Correlation Coefficient | .594**    | .647**  | 1.000  | .652** |
|                 |           | Sig. (2-tailed)         | .000      | .000    | .      | .000   |
|                 |           | N                       | 201       | 201     | 201    | 201    |
|                 | Tflex     | Correlation Coefficient | .706**    | .615**  | .652** | 1.000  |
|                 |           | Sig. (2-tailed)         | .000      | .000    | .000   | .      |
|                 |           | N                       | 201       | 201     | 201    | 201    |

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

**Source: Research Data, 2023**

**Ho<sub>1</sub>:** There is no significant relationship between relationship management and employees' team trust of work teams in media establishments in Rivers State.

The table 4 shows a positive and significant relationship between employee relationship management and employees' team trust with a tau-b value of 0.594. This indicates that there is a moderate strength in correlation between both variables. This shows a moderate relationship between relationship management and employees' team trust of work teams in media establishments in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant relationship between relationship management and employees' team trust of work teams in media establishments in Rivers State".

**Ho<sub>2</sub>:** There is no significant relationship between relationship management and employee team flexibility of work teams in media establishments in Rivers State.

The table 4 shows a positive and significant relationship between relationship management and employee team flexibility with a tau-b value of 0.706. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between relationship management and employee team flexibility of work teams in media establishments in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant relationship between relationship management and employee team flexibility of work teams in media establishments in Rivers State".

**Ho<sub>3</sub>:** There is no significant relationship between relationship management and employee team commitment of work teams in media establishments in Rivers State.

The table 4 shows a positive and significant relationship between relationship management and employee team commitment with a tau-b value of 0.602. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between relationship management and employee team commitment of work teams in media establishments in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant relationship between relationship management and employee team commitment of work teams in media establishments in Rivers State".

#### **Relationship between relationship management and employees' team trust of work teams in media establishments in Rivers State.**

There is a positive and significant relationship between relationship management and employees' team trust of work teams in media establishments in Rivers State.

Work is a phenomenon that arises from human needs and emerges as a result of human social relations as a civilized being (Oren & Yuksel, 2012). They further noted that whether work in teams or individually to be successful, there must be some level of reliance on those with the



common organizational goals and objectives, which is termed trust. Pinto (2007), trust is a common denominator for other behaviours like appreciation and cohesion, and these are central outcomes to relationship management. Low cohesiveness is associated to lack of trust in newly formed teams (Yukl, 2010). According to Costa (2003), trust was associated with both perceived task performance and team satisfaction, which are byproducts of employees' relationship management. Relationship management leverages the skills and expertise of these workers in acting economically and understandably as required by the organization. These activities geared towards the creation of relative harmony within work groups and teams for sustainable practices. Thus, this research infers that employee relationship management corroborates trust within work teams in an organization.

**Relationship between relationship management and employee team flexibility of work teams in media establishments in Rivers State.**

There is a positive and significant relationship between relationship management and employee team flexibility of work teams in media establishments in Rivers State.

Teams provide diversity in knowledge, attitudes, skills and experience, whose integration makes it possible to offer rapid, flexible and innovative responses to problems and challenges, promoting performance and improving the satisfaction of those making up the team through relationships creation and by the interaction of team members (Salas, Rosen, Burke & Goodwin, 2009). The management and maintenance of work relationship boundaries, that are immersed in an organizational context which limits the excessive activities and influences to the extent that interchange and interactions with other teams within the organization are guided helps develop team cohesion and flexibility (Kozlowski & Bell, 2003). Thus, it implies that relationship management improves flexibility within work teams.

**Relationship between relationship management and employee team commitment of work teams in media establishments in Rivers State.**

There is a positive and significant relationship between relationship management and employee team commitment of work teams in media establishments in Rivers State.

The work of Adebayo and Ogunsina (2011), in which they examined the effect of employee relations on employee commitment, exposed that employee relations practices has great effects on the performance of workers in the organization through enhanced work commitment, job satisfaction and acceptance of work objectives and goals. The work of Kucharska (2020) on employer-employee interactions and performance, proposed a high correlation between employee relationship management and their commitment to work. The work of Bajaj, Sinha, and Tiwari (2013) noted that employee relationship management contributes to human capital development like commitment, satisfaction and employee participation. The work emphasized that the management of employees' relationship helps create the required balance with family needs and occupational needs that is work-life balance. They further noted that all principles associated to relationship management are ideas set forth in good faith to maintain harmony and understanding within the organization. Relationship management influences good

communication and interaction between organizational members. Hence, the proper management of relationship is used to generate mutual learning and value creation for improved employees' commitment within the teams in the organization.

## **V. CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

On the basis of the findings and the outcome of relationship management on the effectiveness of teams in media establishments in Rivers State, Nigeria, it affirmed that relationship management substantially contributes to team effectiveness. This position was established based on the observed correlation between relationship management with the measures of work team effectiveness, comprising of team commitment, team flexibility and team trust. Therefore, it was concluded that relationship management substantially influences work team effectiveness in media establishments in Rivers State, Nigeria.

### **Recommendations**

Based on the findings and conclusions, the recommends that for teams to be effective, workers must first manage their relationship with others. To attain this,

- i. The individual team member must set boundaries for themselves based on the guidelines of the work team relationships and objectives.
- ii. Team leaders must show respect for other team members and avoid every form of favoritism, as this will increase team flexibility.
- iii. As part of relationship management, team members must be effectively communicated on any new outcome as a means of building trust within the teams in the organization.

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