
INFLUENCE OF INFORMAL GROUPS ON ORGANIZATIONAL PERFORMANCE: A STUDY OF UNIVERSITY OF NIGERIA TEACHING HOSPITAL, ENUGU, ENUGU STATE, NIGERIA

¹Melletus Uchechukwu Agbo *PhD.* and ²Moses Sunday Okebaram *PhD.*

^{1,2}Department of Business Administration, Michael Okpara University of Agriculture Umudike, Abia State, Nigeria

Abstract

This study examined the influence of informal groups on organizational performance of University of Nigeria Teaching Hospital, Enugu, Enugu state. Having analyzed the distributed 98 questionnaire, descriptive survey approach was adopted and analyzed using regressions with the help of SPSS version 22.0. This study found positive and significant effect of informal welfare group cohesiveness on organizational productivity of University of Nigeria Teaching Hospital, Enugu. Also, there is positive and significant effect of welfare group norms on organizational performance of University of Nigeria Teaching Hospital, Enugu. It concludes that, this study on "Impact of informal groups on organizational performance" is very timely and unequivocally relevant, considering particularly the recent drive in the country to ensure the revitalization of the University of Nigeria Teaching Hospital, Enugu, Enugu state. Based on the findings the study recommends that, informal groups approach should be adopted by University of Nigeria Teaching Hospital as an integral concept within their organizations, particularly as interventionist strategy to improve performance. Also, an effective informal group should be built by applying practical skills/strategies to maximize organizational performance.

Keywords: *Informal Groups, Organizational Performance, Productivity, Profitability*

INTRODUCTION

Background of the Study

As many people who have worked in an organization of any kind would agree to, there is much more behind organizational functioning than the formally prescribed structures and rules. In fact, firm operations are additionally driven by the 'informal group', patterns of interactions between employees that deviate from formal prescriptions and structures, and the norms, values and beliefs that underlie these interactions (Gulati & Puranam, 2019). Parker and Cross (2014) observe that in achieving institutional mission and objectives, informal groups emerge within the institute which might not be organized around a set of objectives. Mullins (2010) articulates that informal groups are very powerful social networks which are constructed in response to and through actions of their members. As apparent as this occurrence might appear at first sight, as complex it is in scientific scrutiny: the composition of the informal organization and its elements' unified effects are not commonly defined. This has hampered the advancement of the knowledge on the informal organization itself and on its influence on firm functioning, especially on firm innovativeness (Allen, James & Gamlen, 2017). Here, informal connections and

exchange schemata on the one hand enhance formal innovative efforts and, on the other hand, drive innovative actions by their own.

The notion of the informal group has been anchored in organizational research since it first occurred in management literature in the middle of the 20th century. Especially during its current wave of popularity in research the notion has gained various attributes and meanings. With manifold research streams devoted to either the entire concept or only parts of it within various contexts, the research topic has become deeply rooted in many streams of organizational theory and practice and has become not only complex by nature, but also by its definition.

Mullins (2010) further articulates that managers and supervisors frequently face problems due to failure to recognize that within every organisation there are often informal group pressures that influence and regulate individual behavior. Informal groups formulate an implicit code of ethics or undesirable set of standards establishing acceptable behaviors for a group of employees.

According to Greenberg (2010), Informal groups can occur in an organisation as a result of the mutually shared interest of the individuals. The concept of informal groups in the Construction sector plays a vital role due to the nature of jobs and the working environment which needs commitment by the employees so as to keep standards. Most leaders have failed to appreciate the existence of informal groups and these calls for the leaders to investigate the reasons for their existence. Therefore, in light of the problems highlighted above, this study sought to investigate the effects of informal groups on employee performance. There is fast growing literature with empirical evidence on informal groups at work (Gillas 2007).

While this thinking subsists, Van, et al (2011) are of the view that informal groupings when viewed on the degree of their being informal, creates a managerial burden informally for managers who require additional competences to manage their activities. Informal groups exist to achieve group interest which may not necessarily be in tandem with the overall goals of the organisation. This goal diversity often times creates conflict of interest which managers must resolve. The inability of organizational managers to cope with the ever present interest of informal groups will create a dysfunctional work climate.

Reitz (2007) espoused establishing viable relationships among work members that are recognized representatives of social work teams that are organizational goal directed. However, they expressed a conceptual skepticism in examining the similarity between work teams and informal group. Their skepticisms were on the premise that informal groups whose interest or expectations are impeded by organizational policies and strategies will encourage, through their collective actions, dysfunctional outcomes. This equally asserts their degree of informality which was earlier mentioned. Therefore, the informal structures are empowered enough to either support the formal routines or negatively act as an interference for a corporation.

Attention must be paid that a human being is not able to live without having social relations with others and that's why the informal organizations will appear after introducing formal routines. Hence, the most important strategy is to make alliance between individual and organizational goals and in this case, informal structures will have positive effects on the formal routines.

Negative impacts of informal organizations will arise when the employees are not satisfied with their work and do not feel fair in their wages and rewards. In this case, some employees form informal organizations and mix the real news with rumours to fight with the top-management strategies.

The organization development is a vital exercise that must be carried out with a successful conclusion if technological bondage is to be avoided in the nation. In our society today there is need for adopting a creative approach for our technological take off. The reason is to encouraged employees to cultivate the ability of making maximum use of resource available to them, develop new ways of resources utilization that may come in the course of their job.

Since Nigeria independence, the nation has gone through a gradual rise in the level of industrialization and the evolution of both small and complex organization. An organization as defined by Griffin (2007) is a combination of people, or human efforts, working in pursuit of certain common purposes called organization goals. It is any group of two or more people working to achieve a goal or goals.

As a matter of fact, there are potential benefits to be tapped from the existence and activities of the informal groups. The management can only tap the benefits when it is willing to work with them effectively without engaging in measures to suppress the informal organization.

While these multi perspective remains, the need to establish an empirical link between informal groups and performance is imperative, therefore, this study is aimed at showing the relationship between informal group and organizational performance.

Statement of the Problem

Informal interpersonal networks built by informal groupings at the work place are key conduits for knowledge sharing, creation of a collaborative environment and fosters team spirit that at the overall improve individual and organizational performance (Nkala & Barbara, 2014). Moreover, the interpersonal relationships created by informal groups give rise to virtues that improve organizational performance. However, informal groups are a potential a cause of problems to management because they influence and control behavior of people at the workplace (Ogohi, 2018). In addition, informal groups exist due to existence of shared interests and seek to fulfil some social needs like safety and sense of belongingness that if they supersede those of the organization, organizational performance is likely to drop.

Personality differences, lack of cooperation and inefficient leadership in informal groups hampers organizational performance (Zoltan & Vancea. 2015). Informal groups effect on organizational performance is both positive and negative in that they promote team spirit while at the same time can be a cause for conflicts between Management and employees (Mwangi & Ragui. 2013). On the other hand, proponents of informal groups in the, work place argue that informal interactions within the organizations are subtle towards enhancing creativity, team spirit, innovation and promote effective decision making (Kelemba, Chepkilot, & Zakayo. 2017). This paints a picture of unclear contribution of informal groups on organizational performance at the workplace.

Various experimental indicate that effect of informal groups on performance of individuals and employees alike. Lugo (2011) undertook a study that pursued to evaluate the effect of informal groups on students' performance and established that close

associations among students led to better results. Shue (2012) also revealed that close association between people leads to them having a team spirit which enhanced their active participation in decision making and entrepreneurship.

Mullins (2010) idealizes that informal groups are quite crucial in that they set basic norms of the group members and thus tends to instill discipline at the work places which can result to improved performance Greenberg (2010) notes that commonality of interests is the driving force towards existence informal groups and such interests brings oneness which breeds togetherness, sense of security and such interactions leads to improved performance. It can therefore be noted that there is scanty of literature on consequences of informal groups on establishment performance. This consequently presents a gap that this enquiry pursues to seal Thus. This enquiry attempts to provide evidence on whether informal groups are important to organizations in order to realize this purpose. The study assessed the effect of informal groups on organizational performance of University of Nigeria Teaching Hospital, Enugu, Enugu state.

Objective of the Study

The major objective of this study is to examine the influence of informal groups on organizational performance of University of Nigeria Teaching Hospital, Enugu, Enugu state. Other specific objectives are to;

- i. Highlight the effect of informal welfare group cohesiveness on organizational productivity of University of Nigeria Teaching Hospital, Enugu.
- ii. Determine the influence of welfare group norms on organizational performance of University of Nigeria Teaching Hospital, Enugu.

Research Questions

This study has the following questions to answer;

- i. What is the effect of informal welfare group cohesiveness on organizational performance of University of Nigeria Teaching Hospital, Enugu?
- ii. What is the influence of welfare group norms on organizational performance of University of Nigeria Teaching Hospital, Enugu?

Research Hypotheses

This study has the following research hypotheses formulated in their null forms as follows;

- H0₁:** There is no significant relationship between informal welfare group cohesiveness and organizational performance of University of Nigeria Teaching Hospital, Enugu.
- H0₂:** There is no significant relationship between informal welfare group norms and organizational performance of University of Nigeria Teaching Hospital, Enugu.

REVIEW OF RELATED LITERATURE

Conceptual Review

Meaning and Relevance of Informal Group

Informal groups are spontaneous teaming of individuals that commence naturally instigated to respond to a common interest of the entire membership which can easily point to the goals or independent activities of the team. Kohli, Blitzer, Lefco, Barter, Haynes, Colalillo, & Zink, (2018) confirmed that these groups perform certain desired functions to their members such as; need for affiliation, desire to belong and build self-respect, senses

of security, desire to fulfill their norms, right to information, desire for innovation and inventiveness by individuals. As Lloyd & Mertens (2018) puts it, organizations need to be both effective and efficient. Effective according to him means, meeting organizational goals in a timely way. Likewise, efficient in his opinion means the degree to which the organization can satisfy the motive of its employees. Accordingly, the mission of a firm will come to full fruition and the managers will be accepted when the employees feel that the organization has them at heart hence geared towards their wellbeing (Parijat & Bagga 2014).

De Vito, Brown, Bannister, Cianci & Mujtaba (2018) note that when the managers and the subordinate staff engage in an informal setting, they are deemed to get acquainted with behavior and the personality traits of these managers and hence making it quite easy to interact with them. One of the reasons why people engage in informal groups within work settings is to have some sense of belonging (Cheavens, Cukrowicz, Hansen, & Mitchell, 2016). This notion allows for growth of social ties and high level of respect among workers. (Ma, Batterham, Calear, & Han, 2016) confirm that in the event that these employees have one informal group with the manager, it would be quite easy to accept the authority and instinctively obey the instructions of their superiors. In the words of Hughes, Rigtering, Covin, Bouncken & Kraus (2018) "The organizational restructuring helps you get the most from people by developing a plan for corporate restructuring, layoffs and mergers." For an organization to develop, they must undergo structural adjustment in terms of their policies statement, technology and procedures. Employees must therefore be allowed to exploit their full potential and this can only be made possible through interactions within these social groupings.

Concept of Informal Group

Groups are an important factor of organisational life in that the entire organisation and its sub- units are made up of groups of people who must cooperate in order for work to be done. Formal and informal groups exist in organisations and have a particular role to play, therefore an understanding of the nature of groups is vital if managers and leaders are to influence the behaviour of people in the work or organisational situation. Managers and leaders must be aware of the impact of these groups: formal ones are created to achieve specific organisational objectives, while informal groups emerge naturally within the organisation and serve to satisfy psychological and social needs of its members (Mullins 2010).

A group is constituted when two or more people come together and interact interdependently to achieve a common goal. Most of the definitions from various sources appear to have the following common characteristics: two or more people who are psychologically aware of each other and who interact to fulfil a common goal. These four basic conditions in the previous paragraph must be fulfilled to qualify a gathering or a collection of people as a group. Therefore, a group is more than just a simple collection of people (Mullins, 2010). Membership to a group implies that individuals accept conditions and abide by the rules of the group. The rules are clearly defined by values, attributes and behaviours.

We face with many different group types within the organization. Those are Formal, Informal, Task and Control Group Types, Interest and Friendship Groups. When we briefly describe the subject (Robbins and Judge, 2010);

- i. Formal Group means that the group is formed by the organization and the limits of subject, which the group will discuss, are determined.
- ii. Informal Group means the groups that are formed in order to meet the social needs and their goals are not determined.
- iii. Control Group means the group which is under the responsibility of a manager and the individuals account before the manager only. The example is the manager, responsible for the financial affairs department, and his/her staff working under his/her responsibility.
- iv. Task Group means the group which is formed in order to perform the tasks that are determined by the organization. In order to accomplish the goal, the group may have the cross-control relations. If the crime is committed or there is a fault in the institution, then other units should also work in coordination with each other.
- v. Interest Group means the group formed by the individuals who are interested in the certain subjects.
- vi. Friendship Group means the group which is formed by the individuals who become close to each other, are interest in the same subjects, and find the many lowest common denominators.

Reasons of Becoming the Member of a Group

As well as the groups formed with the sense of mission, there are groups which are formed randomly. All individuals in the society are the members of a group somewhat. The individual already becomes the member of a group instinctively once he/she is born; so, the individual already begins to act with the sense of some responsibilities which the society that he/she takes place needs. As the individual gets away from the sense of loneliness upon becoming the member of a group, it helps to him/her to gain his/her self-confidence.

The achievements, gained collectively by the group members, add many values to the group members such as recognition, recognition socially, obtaining the certain statutes. In this regard, the individual lives as the member of certain groups by the effects of certain belief, attitude and norms from the birth. The real reason of which the individual would like to be the member of a group is that he/she feels intimacy to that group and has the several common characteristics with individual's belief (Schien, 2010).

General Features of Groups In order to organize the groups, the features of group leadership, authority, communication, and socio-metric structure should be available. It is important to know those features in order to analyse the reasons of group behaviours. The leaders, who know those features, may manage the group productively.

T.R. Mitchell studied the group factors with a model, and examined the personal, situational and group structure characteristics. He discussed the group structure and processes in the work. The subjects such as group norms, role and statute relations, observance behaviour that are the features of group structure. The group processes consist of the processes of group-in and group-out communication, conflict, decision-making and leadership. The brief descriptions of those processes are provided below:

- a) Group Processes Stage: Carrying out all intergroup activities is provided via communication. The individuals obtain the in-group behaviour rules and all solution ways through this way.

- b) Conflict Stage: It is a factor which prevents the individual and group activities. Furthermore, the conflict is not always the negativity, but leads to the certain developments.
- c) Decision-making Stage: It is defined as the group's correct and efficient decision-making process. Shaw (2007) found that the groups were more influenced by the decisions taken by the group than individually and that the ideas, filtered by many individuals, were noticed fast, even if they were faulty and less error was made in his work.
- d) Leadership Stage: The leaders are the representatives of a group, and the individuals who protect the group's interests and provide the group's solidarity and affect the individuals and direct their activities by keeping them together.

General Functions of Group Psychological, Individual Functions The role of group is important regarding the meeting of individual's needs in participation of individuals in the groups. When it is discussed in this regard, it may be said that the group satisfies, first, its need (Levi, 2010).

For example, the needs of belonging, in other words, the needs of friendship, support and love are the needs that can be satisfied upon becoming the member of a group. An individual, becoming the member of tennis club, decides to become the member of this group, since he/she likes the people whom he/she meets there or needs to become friend with the new people as well as would like to play tennis.

On the other hand, it may also be said that the groups are the means of developing, strengthening or verifying the sense of identity of the individual and of maintaining his/her self-esteem. The individual may develop some emotions regarding who he/she is or may verify it, gain a status and may increase his/her self-esteem through his/her group membership. In the above example, if becoming the member of a tennis club is a status symbol of an individual, then the group performs an important function regarding the satisfaction of such need.

The groups are the means of determining the facts and solving the problems. There are some researches showing that the groups may take the more correct and doughtier decisions than the individuals in solving the problems that they face with. According to the results obtained from those researches, the groups may reach to more correct solutions than the individuals. Occurrence of incorrect ideas in the group fast, noticing the faults faster may be one of the reasons of it. Even if the individual doesn't see his/her fault, then other group members may see it.

The problems are more revised in the groups and thus, they don't make more faults than the individuals. For some individuals, the group is a shelter that he/she takes shelter in order to avoid the risky environment. With this feature, the group becomes a mean which increases the security against a common and powerful enemy or the threat and creates the sense of strength (Levi, 2010).

Formal and Organisational Functions

The formal functions are the functions which are assigned to the group and the group is officially responsible for. The groups have the certain functions related to accomplishing the principle goals in the organizations and the groups operate in this direction and perform some formal functions (Schein, 2010). Multi-directional or Complex Functions The groups are the goal in some cases and means in some cases for the individuals.

However, the relation or differentiation between the goal and mean, which are the fundamental reasons of participating in the group, may not be accepted sufficiently clear and significant. The group membership, which may be accepted as the mean initially, turns into the goal later. The individual, who participates in the group in order to satisfy his/her need that is not directly related to the group, maintains his/her membership after satisfying his/her need via group. In addition to this, it should be emphasized that the groups, assuming the formal work, also perform mostly the psychological functions and therefore, turn into a natural group (Robbins & Judge, 2010).

When the individual has right to speak on his/her environment, and feels that he/she is recognized by the others, he/she will be able to get rid of his/her troubles, and recognize the social reality surrounding him/her. The group needs the loyalty of its members in order to function well. The group members always seek the opportunity to participate in the group and to develop during the life of group (Hunter et al, 2010).

Organisational Design

Every organisation is composed of a system of interrelated jobs. The organisation structure comprises of a network of interconnections and interdependencies among different people and tasks that make up an organisation. An organisational structure enables the people within it to work together, thereby accomplishing things beyond the abilities of un-organised individuals.

Organisations are designed in layer form there is senior, middle and lower management or the executive, national, regional and local leadership. The determination of policy, decision-making, the exercise of authority and responsibility, and the execution of work are carried out by different people at different levels of seniority throughout the organisation structure. The design of an organisation is an exercise in matching structures, systems, styles of management and the people employed, to the various activities of the organisation. If there is a mismatch, then problems can arise (Mullins, 2010).

Traditionally, some managers were entrusted with the responsibility of setting the strategic direction and objectives for the organisation while middle managers were expected to implement this strategy. The divide appears when middle managers complain that their seniors are solely concerned with short-term financial results, while senior management assure that the middle management devotes more effort to voicing problems than to finding solutions (Mullins, 2010).

The divide, Mullins (2010) argues, deepens as each level accuses the other of pursuing its own personal rather than organisational ends. Middle management accuses senior managers of being concerned with their own career advancement, while senior management accuses middle management of directing their efforts to protecting their positions.

Theoretical Review

Social Categorization Theory

According to social categorization perspective, it is assumed that variations in demographic characteristics of team members influence group processes and in turn the group performance (Williams and O'Reilly, 1998). Due to similarities and differences between team members, team members are inclined to categorize themselves and others into groups (van Knippenberg and Schippers, 2007). Ethnic diversity brings a distinction between members with the same ethnic background - who become members of the in

group - and members with different ethnic backgrounds - who become members of the out-group. These sub categorizations within a team in an in-group and out-group disrupts the group functioning within a team. Unequal relations exist between the two groups, with people favoring and trusting in-group members more than out-group members. Nevertheless, people are more willing to cooperate with in-group members than with out-group members (van Knippenberg and Schippers, 2007). As sub categorization occurs on the basis of perceived differences between team members, ethnic diversity - although not always as easy observable as compared to other demographic diversity characteristics - may elicit this sub categorization. Social categorization thus hinders group processes, that hinder the group functioning and collaboration within the group and in turn the performance of the group (van Knippenberg and Schippers, 2007). This leads to the assumption that ethnic diversity is negatively related to team performance.

Balance Theory

According to Brown, Gray, McHardy & Taylor (2015), the theory posits that people get attracted towards each other on the basis of similar attitudes and common behavior they carry towards given set of objectives or goals. This theory acknowledges that there will be different people with varied thoughts within the organization (Jackson, 2018). It is now upon the managers to bring such people together to realize the organizations goals. In as much as different groups exist within a firm; the managers must be peace makers in order to unite the different factions (Weller, Castanelli, Chen, & Jolly, 2017). Therefore, the risks will not exist and this peaceful coexistence will create harmony and teamwork. The result will be evident in the scale of production that will be realized which indeed would be high. In the organization, positive relationship leads to positive result hence managers who work closely with employees will identify people who are goal oriented and motivate them for the work done by promotion and appraisal (Jackson, 2018). This will promote mutual relationship that will make the organization realize its goals through team work. Through inception of informal groups, the managers are able to exceptionally understand the very attitudes, perceptions and personality traits of various employees (Peacock, 2015). In so doing, the manager will create a balance among these employees that would eventually lead to high levels of work performance within the firm. Barends, Janssen & Velghe (2016) additionally posit that in order to have a well-coordinated and functioning team, it would be proper for the managers to understand the capability and the weakness of every employee in order to ensure that they use their potential to the maximum for the benefit of the organization. Coming up with profound management strategies is bestowed upon the proper functionality of the workforce in place. In this context, the issues such as inter-professional collaborations and coordination of workplace operations is based on how effective the informal groups are in envisaging the very potential of each employee within the management framework to ensure that they are appropriately positioned for the attainment of the success within a firm (Friebel, Heinz, & Zubanov, 2016).

Empirical Review

Nnamani, Ugbene and Maduegbuna, (2012), examined the effect of work group on staff turnover in the banking industry in Enugu state. Survey research design was employed in carrying out the study. The population of the study was 325 emerging from four randomly selected banks in Enugu state. The population was a finite one and as such, the researcher considered it suitable to study the whole population, a census study, to assure adequate coverage of population units. 308 copies of the questionnaire were duly completed and returned. Formulated hypotheses were tested and analysed using tables

and Pearson product-moment correlation coefficient. The study revealed that, lack of good informal group in the work group has negative effect on the return on investment in banking industry in Enugu state. And that this is as a result of rigid informality and lack of leisure in the banking job being performed, that lack of informal group in the work group also has negative influence on the marketers because of lack of leisure and free time in the work process and that lack of informal group in the work group is one of the factors that cause staff turnover in the banking industry, because work group without informal groups brings about feel of job insecurity in the employees.

Owusu-Boateng, Attoh and Acheampong, (2016), examined the impact of informal relations on banks (Eco bank, Stanchart, United Bank for Africa, Barclays, Ghana Commercial Bank, and Cal Bank) at KNUST campus. Social survey was the design used for this study. The population of study was all workers of all banks on KNUST Campus. The sample size for the study was fifty-four (54) consisting of six (6) managers and forty-eight (48) working staff from the various banks. The simple random sampling technique was employed to select the sample. Additionally, purposive sampling technique, which is a non probability sampling method, was used to select the various managers who participated in the study. The data used for this study included both primary and secondary. Closed ended questions were used to collect the primary data. In analysing the data collected from the field, both quantitative and qualitative methods of analysis were used. From the study, it was evident that employees who interacted informally and participated in informal groups increased their capacity to be creative and express new ideas which positively reflected in their performance. Again, it came to light that managers sometimes failed to realize there were informal group pressures within their organizations which influenced and determined employees' behaviour.

METHODOLOGY

Research Design

In this study, the researcher adopted survey design. It is a research design where a sample of population of or item is chosen and data collected, analyzed and report made based on the sample. Here a group of people or item is studied by collecting and analyzing data from a few people or item considered a representation of the entire group population.

Sources of Data

Data collected for this study were sourced from both primary and secondary sources.

Primary Data : Primary data are original data collected basically for the purpose of the research or study. The primary sources of data for this research include questionnaires, etc.

Secondary Data: Secondary data are both published and unpublished works. The published were obtained from library, textbooks, journals, internets, articles publications. The researcher therefore adopted this source of data in order to obtain the information needed.

Population of the Study

A population is made up of all conceivable elements or observations relating to a particular phenomenon of interest of the research subject or element. The population of this study comprised of one hundred and eleven (111) staff of Nigerian Teaching Hospital, Enugu, Enugu State.

Sample Size Determination

For the purpose of this study, the researcher derived the sample size statically by using Taro Yamani (Abdullahi, 2012) as follow;

Using the formula;

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

n = Sample size

N = Population (111)

e = Margin of error (0.05) Thus, the sample size is:

$$n = \frac{111}{1+111(0.05)^2}$$

$$n = \frac{111}{1+111(0.0025)}$$

$$n = \frac{111}{1+0.2775}$$

$$n = \frac{111}{1.2775}$$

$$= 86.88$$

$$n = 87 \text{ staff}$$

Therefore, the sample size for this study is 87 staff Nigerian Teaching Hospital, Enugu, Enugu State. The study also made use of simple random sampling because it is distinguished by the fact that each population element has not only a known but equal chance of being selected.

Sampling Technique

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated.

Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized. It followed a pattern of questions which the researcher used to obtain the required data. The questionnaire used by the researcher was in line with the research questions as well as research objectives of the study.

Questionnaire: This involves a set of question which relates to the purpose of the study and the hypothesis to be verified. The questionnaire was divided into two sections. Section A and B, Section A contains personal data of the respondent such as sex, marital status, qualification etc. Section B contains questions that requires both direct and indirect answers, which requires the respondent to tick the one that appeals him most and was structured in 5 point Likert scale ranging from Strongly agreed 5, Agreed 4, Undecided 3, Disagreed 2 and Strongly disagreed 1.

Validity of the Research Instrument

To make the instrument valid, content validity was adopted.

Reliability of the Research Instrument

Reliability is the tendency toward consistency found in repeated measurements. The reliability of the instrument was ascertained using the internal consistency method. 40

questionnaires were given to the respondents, and after two weeks of interval, another 47 questionnaire were issued out to the same respondent to check consistency and reliability. This is called the test re-test method.

Methods of Data Analyses

Data for the study were analysed using frequency distribution table, and percentages were used to analyses the data from the questionnaire. Also, hypothesis were tested Pearson Product Moment Correlation Coefficients, ANOVA and Regression models with the aid of Statistical Packages for Social Sciences version 23.0, which was designed to investigate the agreement of a set of observed frequencies expected or an assumption of the theoretical pattern of the phenomena being studied.

DATA PRESENTATION AND ANALYSIS

Table 1: Distribution of questionnaire to staff of University of Nigeria Teaching Hospital, Enugu, Enugu state and response rate

Respondents	Distributed questionnaires	Valid and Returned questionnaires	Invalid and returned	Not Returned
Total	87	78	8	9

Source: Field Survey, 2023

As reflected in Table, a total of 87 questionnaires were distributed to staff of University of Nigeria Teaching Hospital, Enugu, Enugu state. 78 were valid and returned to the researcher. 8 were returned but invalid. The remaining 9 were not returned. Hence, 70 of the respondents constituted the sample of return completed questionnaires.

Table 2: Correlations showing the effect of informal welfare group cohesiveness on organizational productivity of University of Nigeria Teaching Hospital, Enugu

Correlations

		Quick passing of information	Interchanging of procedures	Unofficial information
Quick passing of information	Pearson Correlation	1	.963**	.969**
	Sig. (2-tailed)		.000	.000
	N	98	98	98
Interchanging of procedures	Pearson Correlation	.963**	1	.972**
	Sig. (2-tailed)	.000		.000
	N	98	98	98
Unofficial information	Pearson Correlation	.969**	.972**	1
	Sig. (2-tailed)	.000	.000	
	N	98	98	98

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

The result reveals the effect of informal welfare group cohesiveness on organizational productivity of University of Nigeria Teaching Hospital, Enugu. The coefficient of the correlation is 0.963, 0.969 and 0.972, with a sig. value of 0.000. The effect is significant since the sig. value of 0.000 is lower that the acceptable 0.01.

Table 3: Regression tables showing the influence of welfare group norms on organizational performance of University of Nigeria Teaching Hospital, Enugu.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.980 ^a	.960	.959	.24045	.946

Predictors: (Constant), Means of establishing and testing reality, Means of increasing security, Means of getting some job done.

b. Dependent Variable: Means of sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.237	.118		-1.998	.049
	Means of establishing and testing reality	.841	.105	.821	8.012	.000
	Means of increasing security	-.087	.092	-.085	-.950	.345
	Means of getting some job done	.285	.108	.247	2.635	.010

a. Dependent Variable: Means of sharing

R	=	0.980
R-Square	=	0.960
Adjusted R-Square	=	0.959
T – Statistic	=	2.635
Durbin Watson Statistic	=	.946

The regression results showed that the estimated coefficient of the regression parameters have positive sign and thus conform to our a priori expectation. This means that an increase in the independent variables will bring about credibility in the dependent variable.

The coefficient of determination R-square of 0.960 implied that 96% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 4% is unexplained. This remaining could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent and independent variables.

The value of the adjusted R² is 0.959 this shows that the regression line captures more than 95.9% of the total caused by variation in the explanatory variables specified in the equation accounting for the stochastic error term.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

This study examined the influence of informal groups on organizational performance of University of Nigeria Teaching Hospital, Enugu, Enugu state. Having analysed the distributed 98 questionnaires, descriptive survey approach was adopted and analysed using regressions with the help of SPSS version 22.0. The following findings were made.

- i. There is positive and significant effect of informal welfare group cohesiveness on organizational productivity of University of Nigeria Teaching Hospital, Enugu.
- ii. There is positive and significant effect of welfare group norms on organizational performance of University of Nigeria Teaching Hospital, Enugu.

Conclusion

This study on “Impact of informal groups on organizational performance” is very timely and unequivocally relevant, considering particularly the recent drive in the country to ensure the revitalization of the University of Nigeria Teaching Hospital, Enugu, Enugu state. Various policies have been formulated to ensure the growth of this sector, and various strategies are being put in place and implemented to ensure its success. From the data obtained and analyzed what is clear is that, the informal group dynamic components social interaction behavior, knowledge enrichment behavior, value reinforcement behavior and member mentoring behavior are critical to the overall performance of University of Nigeria Teaching Hospital, Enugu. Importantly, as University of Nigeria Teaching Hospital Enugu, strive to enrich their knowledge reservoir for competitive position; informal groups are proven facilitators of knowledge acquisition and sharing amongst group-members which is a likely necessity for knowledge enrichment. If literature position on mentoring as a means for capacity building is anything to go by, informal groups should be considered a veritable means by managers in organization to stimulate member mentoring which has long-term implication on organizational performance.

Recommendations

Based on the findings, the following recommendations were made;

- i. Informal groups approach should be adopted by University of Nigeria Teaching Hospital as an integral concept within their organizations, particularly as interventionist strategy to improve performance.
- ii. An effective informal group should be built by applying practical skills/strategies to maximize organizational performance. These skills/strategies should include, but not limited to, getting to know the team, defining the group’s purpose, establishing norms, encouraging questions, celebrating accomplishments and being participatory and assessing organizational effectiveness.

References

- Abbas, A. A. (2018). Influence of Informal Groups on Productivity: A Case Study on Philadelphia Pharmaceuticals Company. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 421–435.
- Barends, E., Janssen, B., & Velghe, C. (2016). Technical report: Rapid evidence assessment of the research literature on the effect of goal setting on workplace performance. (pp. 1-19). London: Chartered Institute of Personnel and Development (CIPD). See here.
- Brown, S., Gray, D., McHardy, J., & Taylor, K. (2015). Employee trust and workplace performance. *Journal of Economic Behavior & Organization*, 116, 361-378.
- Cheavens, J. S., Cukrowicz, K. C., Hansen, R., & Mitchell, S. M. (2016). Incorporating resilience factors into the interpersonal theory of suicide: The role of hope and self-forgiveness in an older adult sample. *Journal of clinical psychology*, 72(1), 58-69.
- Cross and Parker (2014), Leadership of Organisational Networks
- De Vito, L., Brown, A., Bannister, B., Cianci, M., & Mujtaba, B. G. (2018). Employee motivation based on the hierarchy of needs, expectancy and the two-factor theories applied with higher education employees. *IJAMEE*.

- Dweck, C. S. (2017). From needs to goals and representations: Foundations for a unified theory of motivation, personality, and development. *Psychological review*, 124(6), 689.
- Friebel, G., Heinz, M., & Zubanov, N. (2016). The Effect of Announced Downsizing on Workplace Performance: Evidence from a Retail Chain.
- Friedrichs, P., (2015). The Hidden Power - Definition, Characteristics and Influences of the Informal Organization on Firm Innovativeness. Paper to be presented at *DRUID15, Rome*, June 15-17, (Coorganized with LUISS)
- Gillas, O.J. (2007). *Ethics and Groups: A Handbook on Workplace Ethics*, Lagos: Gellaram Press.
- Greenberg S. (2010), *Organizational design strategy- A case study on a public Baccalaureate college*. NSC Self-Study.
- Griffin (2007), *The persistence of structural priming: Transient Activation or Implicit Learning*: Stanford University
- Hall, A. T., Frink, D. D., & Buckley, M. R. (2017). An accountability account: A review and synthesis of the theoretical and empirical research on felt accountability. *Journal of Organizational Behavior*, 38(2), 204-224.
- Harris, T. E., & Sherblom, J. C. (2018). *Small group and team communication*. Waveland Press.
- Hughes, M., Rigtering, J. C., Covin, J. G., Bouncken, R. B., & Kraus, S. (2018). Innovative Behaviour, Trust and Perceived Workplace Performance. *British Journal of Management*.
- Hunter, D., Thorpe, S., Brown, H., & Bailey, A. (2009). *The Art of Facilitation: The Essentials for Leading Great Meetings and Creating Group Synergy*. Jossey-Bass; Revised Edition.
- Jackson, D. (2018). Challenges and strategies for assessing student workplace performance during work-integrated learning. *Assessment & Evaluation in Higher Education*, 43(4), 555-570.
- Kaplan, R.S. & Norton, D.P. (2012). Using the Balanced Score to Work. *Journal of Business Review*, 9(10), 134-147.
- Kohli, A., Blitzer, D. N., Lefco, R. W., Barter, J. W., Haynes, M. R., Colalillo, S. A., ... & Zink, C. F. (2018). Using Expectancy Theory to quantitatively dissociate the neural representation of motivation from its influential factors in the human brain: An fMRI study. *NeuroImage*.
- Kukenberger, M. R., Mathieu, J. E., & Ruddy, T. (2015). A cross-level test of empowerment and process influences on members' informal learning and team commitment. *Journal of Management*, 41(3), 987-1016.
- Levi, D. J. (2010). *Group Dynamics for Teams*. New York: SAGE Publications.

- Lloyd, R., & Mertens, D. (2018). Expecting More Out of Expectancy Theory: History Urges Inclusion of the Social Context. *International Management Review*, 14(1).
- Locke, E. A. (2015). Theory building, replication, and behavioural priming: Where do we need to go from here? *Perspectives on Psychological Science*, 10(3), 408-414.
- Ma, J., Batterham, P. J., Calear, A. L., & Han, J. (2016). A systematic review of the predictions of the Interpersonal–Psychological Theory of Suicidal Behavior. *Clinical psychology review*, 46, 34-45.
- Mande, W., Imbambi, R. M., Aketch, N. E. Aketch, N. E. & Awiti, L., (2020). Relationship Between Ethnic Diversity and Employee Performance in Public Universities in Western Kenya. *International Journal of Business Management and Economic Review*, 3(3), 68-82; ISSN: 2581-4664
- Marsick, V., & Watkins, K. (2015). *Informal and incidental learning in the workplace (Routledge revivals)*. Routledge.
- McClelland, D. C. (2015). Achievement motivation theory. *Organizational behavior*, 1, 46-60.
- Mohammad, A. S. & Yashar, S., (2014). Analysing The Impacts of Informal Organizations on Formal Routines in A Networked Organization. *Journal of Asian Scientific Research*, 2014, 4(12):768-783
- Mueller, J. (2015). Formal and informal practices of knowledge sharing between project teams and enacted cultural characteristics. *Project Management Journal*, 46(1), 53-68.
- Mullins L.J (2010), *Management and Organisational Behaviour*: Financial Times, Prentice Hall.
- Nkala, P. & Mbuyisa, B., (2014). An Assessment of the effects of informal groups on employee performance: A case of High Schools in Bulawayo Province. (2012-2013). *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 19(7), 106-112; e-ISSN: 2279-0837, p-ISSN: 2279-0845.
- Nnamani, E., Ugbene, C. E. and Maduegbuna, V. U., (2012). Work Group and Organizational Performance in Nigerian Banking Industry. *Asian Journal of Business Management Studies*, 3(2): 20-27; ISSN 2222-1387
- Owusu-Boateng, W., Attoh, S. & Acheampong F., (2016). Empirical Analysis of the Effects of Informal Relations on Banks at University Campus. *British Journal of Education, Society & Behavioural Science*, 17(3): 1-10, ISSN: 2278-0998
- Parijat, P., & Bagga, S. (2014). Victor Vroom's expectancy theory of motivation—An evaluation. *International Research Journal of Business and Management*, 7(9), 1-8.
- Peacock, J. (2015). Gamification as a Means of Workplace Performance Improvement.
- Reitz, H. (2007). *Behavior in Organizations*. Illionis: R.D.Irwin Inc. Homevood.
- Robbins, S. P., & Judge, T. (2010). *Organizational Behavior*. New York: Prentice Hall.

Schein (2010), Organisation and Management- Google Books

Shaw, M. E. (2007). *Group Dynamics: The Psychology of Small Group Behavior* (3rd ed.). Montreal, Quebec: McGraw-Hill.

Thibaut, J. W. (2017). *The social psychology of groups*. Routledge.

Van den Broeck, A., Ferris, D. L., Chang, C. H., & Rosen, C. C. (2016). A review of self-determination theory's basic psychological needs at work. *Journal of Management*, 42(5), 1195-1229.

Van Vianen, A.E.M., & DeDrew, C.K.W. (2011). Personality in Teams: Its Relationship to Social Cohesion, Task Cohesion, and Team Performance. *European Journal of Work and Organizational Psychology*, 10,97-120.

Weller, J. M., Castanelli, D. J., Chen, Y., & Jolly, B. (2017). Making robust assessments of specialist trainees' workplace performance. *British journal of anaesthesia*, 118(2), 207-214.