IJAAR PUBLISHING®

Open Access Journal of Management Sciences Research | ISSN: 3027-1975
Vol. 2, Issue 1 (January-March, 2024) | www.ijaar.org

TEAM CONSCIENTIOUSNESS AND ORGANIZATIONAL HEALTH OF MANUFACTURING COMPANIES IN RIVERS STATE

Nwabuatu, Emmanuel Nnajiubah
Department of Management, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria.

ABSTRACT

The study examined the relationship between team conscientiousness and the organizational health of manufacturing companies in Rivers State. The study adopted a cross-sectional research design. The population of the study consisted of 340 respondents from seven (7) manufacturing firms in Rivers State. A sample size of 181 participants was derived from the population using the Krejcie and Morgan sample table. A questionnaire was used in data collection, and the data were analyzed using Spearman's rank-order correlations statistical tools to test the hypotheses. The result indicated a significant relationship between team conscientiousness and the organizational health of manufacturing companies in Rivers State. Based on the findings, the study concludes that team conscientiousness relates to the organizational health of manufacturing companies in Rivers State. Management should encourage teamwork, cooperation, and open communication among team members. They should create a culture where everyone feels valued and can freely share ideas, concerns. And foster a sense of belongingness to the teams, as this will promote task orientation and adaptability. Management encourage team members to develop emotional intelligence and approach challenges with a proactive and problem-solving mindset, as this will improve adaptability which in turn will improve organizational health of manufacturing firms in Rivers State.

Keywords: Team conscientiousness**,** Dependability, Emotional intelligence, Adaptability, Survival, Organizational health

Nwabuatu, E. N. (2024). Team Conscientiousness and Organizational Health of Manufacturing Companies in Rivers State. *Open Access Journal of Management Sciences Research*. 2(1), 48-68.

Introduction

In recent times, maintaining organizational health has become a paramount concern for all firms. Organizational health is a concept that focuses on the overall well-being and effectiveness of an organization. Research and studies have emphasized the significance of organizational health in driving organizational success. According to a study by Cameron and Quinn (2006), organizational health is defined as "the extent to which an organization is able to align, execute, and renew itself faster than its competitors." It emphasizes the importance of aligning internal processes and systems with external market dynamics to achieve a competitive advantage. Research conducted by McKinsey & Company (2019) revealed that healthy organizations consistently outperform their peers in financial and operational metrics. They found that organizations with strong health scores achieved a threefold increase in total return to shareholders compared to their industry counterparts. Moreover, healthy organizations exhibited higher survival and adaptability, among others.

In light of the magnitude of possible situational and dispositional factors that have been shown to influence organizational health, it was decided to explore the relationship between some of the situational and dispositional factors prevalent in current research on organizational health. One prominent situational factor that has not been widely shown to influence organizational health is team conscientiousness. This dispositional personality factor can influence organizational health (Barrick et al., 2001; Goldberg, 1990; Johnson, 2003; Rosse et al., 1998; Wright et al., 1995). Team conscientiousness forms part of the Five-factor model of personality, which represents a structure of inter-correlated traits that include neuroticism, extraversion, openness, and agreeableness (McCrae & Costa, 1997). Conscientiousness refers to the characteristics relating to self-disciplineability to organize tasks efficiently, manage difficulties and emotions, and follow rules to achieve an intended objective (Hassan et al., 2016). It encompasses task orientation (Team task orientation refers to the collective ability of a team to consistently fulfill its commitments, responsibilities, and obligations in a reliable and trustworthy manner). It encompasses factors such as reliability, accountability, responsiveness, and the ability to meet deadlines, communicate effectively, and collaborate as a cohesive unit) and emotional intelligence (Hassan et al., 2016) among others.

Although scholars and researchers have examined how team conscientiousness enhances organizational performance, such detailed research is still scarce to examine the relationship between Team conscientiousness and the organizational health of manufacturing companies in Rivers State. This has created a lacuna in the literature in the field of management within the Rivers State work context. Hence, to bridge this gap, the present study examined the relationship between Team conscientiousness and organizational health in manufacturing companies in Rivers State.

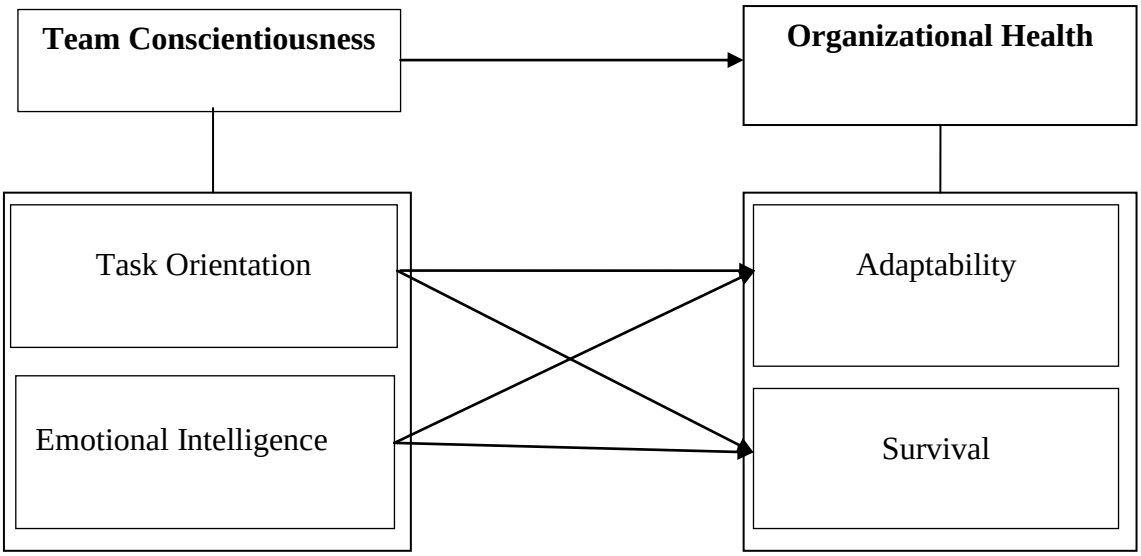
Statement of the Problem

The problem addressed in this study is the relationship between team conscientiousness and organizational health within manufacturing companies in Rivers State, Nigeria. While organizational health is crucial for the overall effectiveness and success of companies, the role of team conscientiousness in achieving and maintaining organizational health has not been thoroughly explored in this specific context. Manufacturing companies in Rivers State face numerous challenges, including economic fluctuations, political instability, infrastructure deficiencies, and a competitive business environment. These factors can

significantly impact the overall health of organizations, which is reflected in their dependability, emotional intelligence, performance, employee satisfaction, productivity levels, customer satisfaction, and others. In order to thrive in such a challenging environment, manufacturing companies need to foster strong organizational health, characterized by effective communication, collaboration, employee well-being, and adaptability. However, the specific role of team conscientiousness in contributing to organizational health has received limited attention in the context of manufacturing companies in Rivers State.

By investigating the relationship between team conscientiousness and organizational health, this study aims to fill the existing gap in the literature and provide insights into how manufacturing companies in Rivers State can enhance their organizational health by fostering and promoting team conscientiousness among their employees. Understanding this relationship can enable organizations to develop targeted interventions and strategies that promote conscientious behaviour and improve overall organizational health.

Conceptual Framework



Source: Researcher's Conceptualization (2023).

Aim and Objectives of the Study

The aim of the study is to examine the relationship between team conscientiousness and organizational health of manufacturing companies in Rivers State. The objectives of the study are to:

i. Investigate the relationship between task orientation and adaptability of manufacturing companies in Rivers State.
ii. Examine the relationship between task orientation and survival of manufacturing companies in Rivers State.
iii. Evaluate the relationship between emotional intelligence and adaptability of manufacturing companies in Rivers State.
iv. Ascertain the relationship between adaptability and survival of manufacturing companies in Rivers State.

Research Questions

The following research questions were analysed in the study:

1. What is the relationship between task orientation and adaptability of manufacturing companies in Rivers State?
2. How does task orientation relate to survival of manufacturing companies in Rivers State?
3. What is the relationship between emotional intelligence and adaptability of manufacturing companies in Rivers State?
4. How does adaptability relate to survival of manufacturing companies in Rivers State?

Research Hypotheses

The following statements of hypotheses were tested in the study:

Ho_1: There is no significant relationship between task orientation and adaptability of manufacturing companies in Rivers State.

Ho_2: There is no significant relationship between task orientation and survival of manufacturing companies in Rivers State.

Ho_3: There is no significant relationship between emotional intelligence and adaptability of manufacturing companies in Rivers State.

Ho_4: There is no significant relationship between adaptability and survival of manufacturing companies in Rivers State.

Scope of the Study

The content scope of the study focused on the concept of team conscientiousness and organizational health, while the geographical scope of the study is the manufacturing firms in Rivers State.

The unit of analysis is the micro level because it only considered groups or teams in the manufacturing firms in Rivers State.

Significance of the Study

The significance of the study on team conscientiousness and organizational health of manufacturing companies in Rivers State" lies in its potential contributions to both academic and practical domains.

Managers: The findings of this study can provide valuable insights for managers of manufacturing companies in Rivers State, enabling them to foster a healthy organizational environment and identify effective strategies for improving teamwork, enhancing employee well-being, and optimizing overall performance. Manufacturing companies often face unique challenges related to the work environment, safety, and employee satisfaction. The study can help identify factors that promote employee well-being and contribute to the development of supportive work cultures.

Local Context: By focusing on manufacturing companies in Rivers State, the study acknowledges the importance of conducting research within specific regional and cultural

contexts. This localized approach allows for a deeper understanding of the unique challenges and dynamics that exist within the manufacturing sector in the region, making the study more relevant and applicable to local businesses.

Academics: The significance of the study to academics lies in its potential to expand knowledge, enhance understanding, improve practices, and provide valuable insights into the relationship between team conscientiousness and organizational health in manufacturing companies in Rivers State.

Scholars: By exploring these areas for further research, scholars can deepen their understanding of the relationship between team conscientiousness and organizational health in the context of manufacturing companies in Rivers State and beyond.

Employee: The findings from such studies can have practical implications for enhancing team performance, organizational effectiveness, and employee well-being in manufacturing industries.

LITERATURE REVIEW

Theoretical Review

The study adopted the Big Five personality fit theory. Conscientiousness is one of the five personality traits of the Big Five personality theory. A person scoring high in conscientiousness usually has a high level of self-discipline. These individuals prefer to follow a plan rather than act spontaneously. The effectiveness of the Big Five taxonomy of personality, especially the construct of conscientiousness, in predicting individual performance has been consistently demonstrated (Barrick & Mount, 1991; Tett et al., 1991). The personality trait of conscientiousness is characterized by planning, thoroughness, hard work, and purposeful striving toward goals (Digman, 1990). In fact, Barrick et al. (1998) concluded that there "are two dispositional predictors in our field whose validity generalizes: general mental ability and conscientiousness. Due to the interdependent nature of teams and the interpersonal demands that interdependence poses, personality traits should be related to team performance (Moreland & Levine, 1992).

Barrick et al. (1998) showed that teams possessing higher levels of emotional stability and extraversion were most likely to experience more positive interactions and increased social cohesion. However, research relating personality and team effectiveness is equivocal (Neuman et al., 1999), largely because, within a team context, there is little consensus on how personality should be defined and measured. This study examined the relative influence of an individual measure of personality and a team referent measure of personality in predicting team performance. This study also examined the moderating effects of task type on those relationships.

The Big Five Personality Traits are a widely recognized and extensively studied model in psychology that seeks to describe human personality based on five core dimensions: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Conscientiousness is one of the key dimensions of the Big Five model and is characterized by traits such as being organized, responsible, reliable, and self-disciplined. Team conscientiousness, on the other hand, refers to the collective level of conscientiousness exhibited by team members. It is a measure of how organized, reliable, and responsible the

team as a whole is in performing tasks and meeting deadlines. Research has shown that team conscientiousness can have a significant impact on team performance and effectiveness.

One study that explored the relationship between the Big Five personality traits and team conscientiousness is by Brick et al. (1998). The researchers conducted a meta-analysis of 42 independent samples and found a positive relationship between conscientiousness and team performance. They concluded that teams with higher levels of conscientiousness tend to perform better and achieve higher levels of task completion and goal attainment. Another study, "Personality and Team Performance: A Five-Factor Model Perspective," by Neuman and Wright (1999), examined the relationship between the Big Five personality traits and team performance across 20 different work teams. The results showed that conscientiousness was positively related to team performance, indicating that teams with more conscientious members were more likely to achieve higher levels of performance and productivity. These studies suggest that individual differences in conscientiousness can have a collective impact on team conscientiousness and ultimately influence team performance. Teams with members who are organized, responsible, and reliable are more likely to effectively coordinate tasks, meet deadlines, and achieve their goals.

Concept of Team Conscientiousness

The construct of team conscientiousness includes feelings of competence, achievement striving, self-discipline, and dutifulness (Costa, McCrae, & Dye, 1991). Teams made up of members who are conscientious are more deliberate, organized, and task-focused, which should be related to effective team performance. Research has shown a relationship between achievement motivation (a component of conscientiousness) and group performance (Schneider & Delaney, 1972). Furthermore, research by Goeters (1995) indicated that for experienced pilots, nearly half of the problems in a sample of 200 pilots were related to interpersonal factors, not technical performance.

Conscientiousness has been identified as the only personality trait that correlates well across criterion measures of job performance and consistently predicts safety performance in various occupational settings (Pourmazaheriana et al., 2017). Conscientious individuals are described as thorough, achievement-striving, self-disciplined, dutiful, orderly, detail-oriented, diligent, organized, hardworking, careful, efficient, planful, socially responsible, rule-following, and risk-avoiding (Postlethwaite et al., 2009). Conscientious individuals are described as thorough, achievement-striving, self-disciplined, dutiful, orderly, detail-oriented, diligent, organized, hardworking, careful, efficient, planful, socially responsible, rule-following, and risk-avoiding (Postlethwaite et al., 2009).

Conscientiousness is a highly sought-after personality trait in organizations, as it can include valuable qualities such as dependability, organization, and thoroughness. Conscientious people are hard workers who orient themselves around goals and achievements. Able to handle complex tasks while staying organized, these employees and leaders tend to be reliable and ambitious. On the other hand, conscientious professionals can struggle with inflexibility and perfectionism in the workplace. While it is an incredibly valuable trait in many regards, it can also mean that a worker is overly rigid and less able to come up with creative solutions.

Task Orientation

Task orientation refers to an individual's inclination and ability to focus on tasks, goals, and objectives. This trait is often associated with a strong work ethic, attention to detail, and a systematic approach to completing assignments. Task orientation involves a strong emphasis on getting things done, meeting deadlines, and achieving objectives. Individuals with a high level of task orientation are often organized, methodical, and driven to complete tasks efficiently. Task-oriented individuals are skilled in setting clear and achievable goals. Locke and Latham's goal-setting theory suggests that specific and challenging goals lead to higher performance (Locke & Latham, 2002). Task orientation is positively correlated with work performance. Individuals who are task-oriented tend to be diligent and dedicated to their work, which can contribute to higher levels of productivity and job performance. Task-oriented individuals approach problem-solving in a structured manner. Task-oriented individuals excel in time management. They prioritize tasks, allocate time efficiently, and meet deadlines. Effective time management is critical for success in various professional and personal endeavors.

Emotional Intelligence

Emotional intelligence (EI) has gained significant attention as a critical competency for leadership effectiveness and workplace success. Emotional intelligence refers to the ability to recognize, understand, manage, and use emotions effectively in one and others. Emotional intelligence is a multifaceted construct that encompasses four key dimensions: a. Self-awareness: The ability to recognize and understand one's own emotions, strengths, and weaknesses and their impact on behaviour and decision-making. It involves the capability to regulate and manage one's emotions, impulses, and survival in different situations. It also revolves around the capacity to perceive and understand the emotions and needs of others, including empathy and interpersonal sensitivity.

A study by Lopes et al. (2006) found that employees with higher emotional intelligence had higher job performance ratings and were more likely to exhibit positive organizational citizenship behaviors, such as helping others and going beyond their job requirements. Emotional intelligence contributes to the development of strong interpersonal relationships. Individuals with higher emotional intelligence are better able to understand and manage their own emotions, leading to improved communication, conflict resolution, and teamwork (Mayer et al., 2004).

Research by Brackett et al. (2011) demonstrated that individuals with higher emotional intelligence were more resilient, better able to manage stress, and had higher levels of well-being. In developing emotional intelligence, there is a need for self-reflection and self-awareness. Engaging in self-reflection and self-assessment exercises can enhance self-awareness, allowing individuals to identify their emotions, triggers, and patterns of behavior. Developing strategies for managing and regulating emotions, such as deep breathing, mindfulness, and positive self-talk, can improve emotional self-control and decision-making. Practicing active listening, seeking to understand others' perspectives, and developing effective communication and conflict resolution skills can enhance social awareness and relationship management. Thus, by cultivating self-awareness, self-management, social awareness, and relationship management skills, individuals can enhance their emotional intelligence and positively impact their personal and professional lives.

Concept of Organizational Health

Organizational health refers to the overall well-being and effectiveness of an organization. It encompasses various aspects such as leadership, culture, communication, employee engagement, and strategic alignment. A healthy organization is one that operates efficiently, adapts to change, and achieves its objectives while maintaining employee satisfaction and well-being. In this response, we will discuss the importance of organizational health and provide citations and references to support the information. Importance of Organizational Health: Organizational health is crucial for long-term success. Several studies have highlighted its significance; for instance, a study conducted by McKinsey & Company analyzed data from over 1,000 companies and found that organizations with strong health outperformed their peers in terms of total return to shareholders. They also exhibited higher levels of customer satisfaction and employee engagement.

Daniels et al. (2016) demonstrated that organizational health positively affects employee well-being, job satisfaction, and commitment. It also showed a negative relationship between organizational health and employee burnout (Daniels et al., 2016). Another study published in the Academy of Management Journal found that organizational health positively influences organizational performance. It showed that organizations with high levels of health demonstrated better financial performance and achieved strategic goals more effectively (Burke & Litwin, 1992). Some of the measures of organizational health include adaptability and adaptability. These measures are discussed below.

Adaptability

Adaptability is perhaps one of the most underappreciated aspects of organizational performance; if people aren't talking to the right people in a timely fashion, it's hard to get work done. Everything from the amount of cross-team communication happening to email response times must be examined in order to provide a more complete view of communication patterns effectiveness. Adaptability plays a crucial role in organizational health by ensuring that information flows effectively throughout the organization, promoting transparency, coordination, and shared understanding.

A study published in the Journal of Applied Psychology examined the relationship between adaptability and organizational outcomes. The researchers found that adaptability positively influences organizational performance, employee engagement, and job satisfaction. They emphasized the importance of clear and consistent communication in fostering a healthy organizational climate (Janssen & VanYperen, 2004).The findings indicated that effective adaptability contributes to higher levels of trust and commitment among employees, leading to improved organizational health (Zaremba & Mroczek-Dbrowska, 2017). Patterson et al. (2017) emphasized the significance of adaptability in building healthy organizations. They argued that effective adaptability helps organizations address and resolve critical issues, leading to improved decision-making, productivity, and employee engagement (Patterson et al., 2017). Effective adaptability ensures that organizational goals, strategies, and expectations are clearly conveyed to all employees. This helps create a shared understanding of the organization's direction and fosters a sense of purpose among employees (Du-Babcock & Scott, 2000).

Adaptability promotes transparency and reduces ambiguity within the organization. It enables employees to access accurate and timely information, fostering trust, reducing rumors, and

increasing employee satisfaction (Ruck et al., 2018). Khalifa and Singh (2017) argued that, as an antecedent, effective adaptability facilitates collaboration and teamwork. It encourages open dialogue, information sharing, and idea exchange, enabling employees to work together towards common goals. This enhances creativity, innovation, and problem-solving capabilities within the organization (Hargie, 2017).

Survival

Survival can be defined as the capability or state of continuing to exist, frequently in the face of adversity, obstacles, or threats. Organizations are founded to survive and be profitable for entrepreneurs. The importance of organizational survival goes beyond the growth, cost minimization, and profit maximization objectives of a firm (John et al., 2017). Survival in today's business environment is important to all firms. Survival is an organizational capability or state of continuing existence in the face of adversity, obstacles, or threats. It involves innovation, adaptability, and resilience based on the frequent changes in the business environment. Innovation is the development of new products, new services, or new ways to conduct business that other companies have not discovered or commercialized, while adaptability is the extent to which firms adjust to any threat or opportunity in the business environment. Firm survival can be looked at as the firm's ability to achieve sustainable growth, which leads to eventual superior performance (Imoisili, 1978). Lekhanya (2016) noted that firm survival can be viewed as an unwritten law that guides each firm. Jenning and Beaver (1995) argued that organizational survival largely has to do with financial viability and growth, as well as other factors like executive and owner' satisfaction. As noted by Mindy (2010), the most prominent objective of an organization is the firm's ability to survive. Therefore, survival should be viewed as the main objective that guides the choice of activities of business leaders and enthusiasts regularly and continuously.

Empirical Review

Hassan et al. (2016) examined the impact of conscientiousness as a personality trait on both job and organizational performance. The study examined the effect of the conscientiousness trait on job performance, as sufficient evidence from literature proved that, out of the Big Five personality traits, conscientiousness is a valid predictor of job performance across occupations and cultures. Therefore, the present paper aimed to investigate the relationship between the conscientiousness trait and job performance in a Pakistani context. In the study, questionnaires were administered to 612 microfinance staff from various parts of Pakistan. The original version of the International Personality Item Pool inventory was modified and used to measure the conscientiousness trait and for job performance measurement; researchers developed the instrument. The hypotheses were tested and checked by regression analysis. The study results endorsed the fact that conscientiousness has a strong association with and is also a valid predictor of employee job performance. The study findings also recognized that there is a stronger link between conscientiousness and contextual performance than between conscientiousness and task performance. Overall job performance was strongly linked to conscientiousness.

Oentoro and Popaitoon (2018) explore the role of conscientiousness in the service-profit chain process. The study extends previous research by investigating the impact of personality traits on employees' commitment to service quality and service recovery performance. It is proposed that management commitment to service quality and conscientiousness work in concert to influence employee commitment to service quality and their service behaviour to

enhance the customer experience of service recovery. Little attention has been given to understanding the role of personality traits on service recovery performance; therefore, the study responded to the call for additional research to improve service behavior. In doing so, the current study contributed to the literature by investigating the role of personality traits on employees' attitudes and service recovery performance. The data was obtained from 1,235 call center agents in Thai to test the collaboration between management commitment to service quality and conscientiousness in influencing employee affective attitudes toward service quality and their service behavior. The findings confirm that conscientiousness works in concert with management commitment to predict employees' commitment to service quality and service recovery performance. This study provides insights for business managers that employees' attitude and service behaviour could be enhanced corresponding to the level of management commitment and the employee's personality. Thus, managers should take into account both employees' personalities, i.e., conscientiousness, as well as management commitment to service quality by providing supportive people policies so as to improve employee service attitudes and delivery.

Zhao et al. (2021) examined the effect of person-team conscientiousness on Knowledge sharing and the moderating role of the internal team environment. Drawing on studies of person-team fit and the theory of team-member exchange, we examined the effect of fit versus misfit between a team member's conscientiousness and the team's composition of conscientiousness on the member's knowledge sharing. They hypothesized that person-team conscientiousness fit would lead to more knowledge sharing because a member who treat the team with respect to conscientiousness tends to have similar achievement striving with the team and a low exchange cost. Using the method of polynomial regression in two studies in different regions and research settings, they obtained consistent results showing that person-team conscientiousness fit is positively associated with a team member's knowledge sharing. They further found that the internal team environment moderates the relationship between person-team conscientiousness fit and knowledge sharing, making the relationship weaker. The study demonstrated that to better understand the effect of personality on knowledge sharing in teams; it is beneficial to simultaneously consider the interplay among member personalities, team personalities, and team contexts.

Laike (2017) conducted a study in Ethiopia that assessed the relationship between organizational survival on performance management focusing on Economic Commission for Africa. It took a step back and explained things. The research's target population was 346 employees, of whom 104 were chosen as a sample using basic random and purposive sampling techniques. A total of 30 professional employees, 14 national officials, and 60 general service employees were included in the sample. The findings revealed that organizational culture and performance management practice in ECA have a beneficial association. Organizational flexibility has a better link with performance management practice in ECA, according to the statistical research. The study is done on another country.

In another study, Par (2019) did a study in Sweden that assessed the effect of firm survival on employee's job satisfaction. The study took a qualitative explanatory approach. Data was acquired through a few one-on-one interviews with managers who could not be gathered in focus groups and few focus groups, using an inductive data analysis approach. According to the findings of the study, various organizational culture qualities and indices have a wide variety of effects on employee job satisfaction and can play an essential role in enhancing worker job satisfaction.

Gap in Literature

Although conscientiousness has been extensively studied at the individual level, limited research has focused on the implications of team conscientiousness within the context of manufacturing companies in Rivers State. Existing literature may have explored the influence of various team dynamics on organizational health, such as team cohesion, communication, and collaboration. However, there is a dearth of research that directly investigates the relationship between team conscientiousness and organizational health outcomes in manufacturing companies in Rivers State.

Manufacturing companies in Rivers State may operate within unique contextual factors, such as regional culture, socio-economic influences, and industry-specific challenges. These contextual factors can significantly shape the dynamics of teams and the overall health of organizations. Exploring team conscientiousness within the local context of Rivers State can provide nuanced insights that cannot be generalized from studies conducted in other regions.

The relationship between team conscientiousness and organizational health is a critical area that requires more attention in the context of manufacturing companies in Rivers State. By bridging this gap in the literature, researchers can offer valuable insights to business leaders and policymakers, leading to better-informed decisions that promote employee well-being and contribute to the overall growth and sustainability of manufacturing companies in the region.

Methodology

The study adopted a cross-sectional research design. This type of research is a descriptive type of research, specifically survey research. The purpose of a cross-sectional research design is to gather data and analyze it at that particular time to generate findings.

Population of the Study

The population of the study consisted of 450 participants from seven (7) manufacturing companies in Rivers State. Table 1 contains the population of the study.

Table 1 Population of the Study

S/N	Manufacturing Firms	Number of Respondents
1	Eneral Agro Ind. Limited	34
2	Dangote Group of Companies Nig. Plc,	55
3	First Aluminum Co. Nig Ltd.	12
4	Triumph Drinks Nig. Ltd	38
5	Madona paints	68
6	Nigeria Bottling Co. Plc	65
7	Eastern Bulkcem Co. Ltd	68
	Total	**340**

Source: Research Survey Report (2023).

Sample and Sampling Techniques

Sampling is the statistical procedure for choosing a subset (sample) from a population of interest for the purposes of making observations and statistical inferences about that population. The study adopted Krejcie and Morgan's sampling technique. This technique helps in determining the sample size of 181 from the population of 340. Furthermore, Bowley (1964)'s technique was applied for the purpose of adequate distribution of the questionnaire.

Methods of Data Collection and Instrumentation

This research uses quantitative research methods, including statistical analysis of data or questionnaires obtained and numerically expressed by standardized scales or tests (Risjord et al., 2001). The instrument was divided into two sections, 'A' and B. The first 'section A' contained items on demographic variables. Section B' contained items describing all the variables (dimensions of team conscientiousness and measures of organizational health). 181 copies of the questionnaire were administered directly to respondents. The primary data was obtained directly from the respondents.

Operational Measurement of Variables

The predictor variable is team conscientiousness, and its dimensions are task orientation and emotional intelligence, while the criterion variable is organizational health, and its measures include adaptability and adaptability. All variables were measured on a Likert 5-point scale, ranging from strongly agreeing to strongly disagreeing. where strongly agree scores 5 points, agree scores 4 points, neutral scores 3 points, disagree scores 2 points, and strongly disagree scores 1 point.

Reliability of the Instrument

Scientifically, the study applied the Cronbach Alpha reliability test to ascertain the reliability of the instruments and achieved reliability scores of 0.7 or above, which was the benchmark for reliability acceptance (Cronbach, 1951). The reliability test computation was performed using SPSS version 23.0. Thus, the results in Table 2 were obtained.

Table 2: Cronbach Alpha Test's Result on Reliability of Instrument

Dimensions/scale	Number of items	Alpha value
Task orientation	5	0.865
Emotional Intelligence	4	0.778
Adaptability	5	0.823
Survival	6	0.739
Total	**20**	

Source: Research Study (2023)

Thus, from the analyses in Table 2, the results showed a reliability score above 0.7, which shows that the study used a reliable instrument.

Data Analysis and Results

Data analysis is the process of analyzing data with statistical tools so that the result can be interpreted to generate findings. This section contained the quantitative analyses of the data obtained. Hence, the collected data were analyzed using the mean and standard deviation for descriptive analysis, while Spearman's rank-order correlation coefficient statistic was used to examine the relationship between team conscientiousness and organizational health.

Questionnaire Distribution and Retrieval Analysis

A total of 181 (100%) copies of the questionnaire were administered to the respondents of seven (7) manufacturing firms in Rivers State. The useful copies obtained were 176 (97.2%), while the abandoned copies were 5 (2.8%). This result indicates that a huge number of respondents participated in providing data for this study. This also shows success in questionnaire administration.

Table 3 Analysis of mean and standard deviation of Items on Technology Development

Descriptive Statistics

Variables	Mean	Std. Deviation	N
Task orientation	3.2143	1.13389	
Emotional Intelligence	3.1429	1.60357	176
Adaptability	3.7500	1.57821	176
Survival	3.1765	1.43649	176

Source: SPSS Analysis Output (2023)

From the above results, it is obvious that all items fall above the 3.00 criteria. Hence, the study accepted the response rates that team conscientiousness is an essential factor for improving organizational health.

Test of Hypotheses

H_{01}: There is no significant relationship between task orientation and adaptability of manufacturing companies in Rivers State.

Table 4 Relationship between Task orientation and Adaptability

Correlation

			Task orientation	Adaptability
Spearman's rho	Task orientation	Correlation Coefficient	1.000	.607**
		Sig. (2-tailed)	.	.000
		N	176	176
	Adaptability	Correlation Coefficient	. 607**	1.000
		Sig. (2-tailed)	.000	.
		N	176	176

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

From Table 4, task orientation correlates with adaptability at 0.607, when the p-value is 0.000 < 0.01 level of significance. This indicates a strong positive correlation. Thus, the study rejects the null hypothesis and accepts a significant relationship between task orientation and adaptability among manufacturing companies in Rivers State.

H_{02}: There is no significant relationship between task orientation and survival of manufacturing companies in Rivers State.

Table 5 Relationship between Task orientation and Adaptability

Correlation

			Task orientation	Survival
Spearman's rho	Task orientation	Correlation Coefficient	1.000	.811**
		Sig. (2-tailed)	.	.000
		N	176	176
	Survival	Correlation Coefficient	.811**	1.000
		Sig. (2-tailed)	.000	.
		N	176	176

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

The result in Table 5 is that task orientation correlates with survival at 0.811, when the p-value is 0.000 <0.01 level of significance. This indicates a strong positive correlation. Thus, the study rejects the null hypothesis and accepts a significant relationship between the task orientation and survival of manufacturing companies in Rivers State.

H_{03}: There is no significant relationship between emotional intelligence and adaptability of manufacturing companies in Rivers State.

Table 6 Relationship between Emotional Intelligence and Adaptability

Correlation

			Emotional Intelligence	Adaptability
Spearman's rho	Emotional Intelligence	Correlation Coefficient	1.000	.823**
		Sig. (2-tailed)	.	.000
		N	176	176
	Adaptability	Correlation Coefficient	.823**	1.000
		Sig. (2-tailed)	.000	.
		N	176	176

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

From table 6, task orientation correlates with adaptability at.823, when the p-value is 0.000 < 0.01 level of significance. This indicates a strong positive correlation. Thus, the study rejects the null hypothesis and accepts a significant relationship between the task orientation and survival of manufacturing companies in Rivers State.

H_{04}: There is no significant relationship between emotional intelligence and survival of manufacturing companies in Rivers State.

Table 7 Relationship between Emotional Intelligence and Adaptability

Correlation

			Emotional intelligence	Survival
Spearman's rho	Emotional intelligence	Correlation Coefficient	1.000	.718**
		Sig. (2-tailed)	.	.000
		N	176	176
	Survival	Correlation Coefficient	. 718**	1.000
		Sig. (2-tailed)	.000	.
		N	176	176

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

The result from Table 7 shows that task orientation correlates with adaptability at.718, when the p-value is 0.000 <0.01 level of significance. This indicates a strong positive correlation. Thus, the study rejects the null hypothesis and accepts a significant relationship between emotional intelligence and the survival of manufacturing companies in Rivers State.

Findings

H_{A1}: There is a significant relationship between task orientation and adaptability of manufacturing companies in Rivers State.

H_{A2}: There is a significant relationship between task orientation and survival of manufacturing companies in Rivers State.

H_{A3}: There is a significant relationship between emotional intelligence and adaptability of manufacturing companies in Rivers State.

H_{A4}: There is a significant relationship between emotional intelligence and survival of manufacturing companies in Rivers State.

Discussion of Findings

The findings of this study were discussed as follows:

Significant Relationship between Task orientation and Adaptability

Task-oriented individuals often excel in setting clear goals and objectives. This clarity in purpose provides a foundation for adaptability. When faced with changes, having well-defined goals allows individuals to assess how the changes impact their objectives and make adjustments accordingly (Locke & Latham, 2002). Task-oriented individuals are typically skilled in structured problem-solving. This ability aids in analyzing new situations and finding systematic solutions. The structured approach helps in breaking down complex challenges into manageable components, facilitating adaptability (D'Zurilla & Nezu, 2007). Task orientation involves planning and organization. Individuals who are adept at planning are better prepared to handle unexpected changes. This proactive approach to tasks and projects can extend to adaptability, ensuring that individuals are ready to adjust their plans when circumstances evolve (Bryson et al., 2014). Task-oriented individuals often have a strong focus on learning and skill development. This mindset is beneficial for adaptability as it fosters a culture of continuous improvement. Individuals who actively seek to acquire new knowledge and skills are better equipped to adapt to changes in their environment (Noe et al., 2010).

Significant Relationship between Task Orientation and Survival

Task-oriented individuals tend to be resilient and persistent in pursuing their goals. This resilience is crucial for adaptability, as it enables individuals to navigate setbacks and challenges associated with change. A resilient mindset contributes to the ability to bounce back and adjust course when necessary (Masten, 2001). These task-oriented individuals resilient and persistency in pursuing their goals contribute to survival of the organisation. When task-oriented individuals improve survival of the organisation it contributes to organisational health.

Significant Relationship between Emotional Intelligence and Adaptability

Emotional intelligence and adaptability are essential components of successful interpersonal interactions and relationships. Emotional intelligence enhances individuals' ability to understand and manage emotions, promoting effective communication by enabling them to respond thoughtfully and empathetically. Adaptability ensures that messages are accurately conveyed and understood, reducing misunderstandings and fostering a shared understanding between communicators. Together, emotional intelligence and adaptability create a harmonious and productive communication environment, facilitating connection, collaboration, and mutual understanding. By developing both emotional intelligence and adaptability skills, individuals can enhance their personal and professional relationships, leading to greater overall satisfaction and success in their interactions with others.

Significant Relationship between Emotional Intelligence and Survival

Task orientation and survival are two crucial qualities that can greatly contribute to personal and professional success in today's rapidly changing world. In a world that is constantly evolving, being adaptable allows individuals to embrace new challenges, learn new skills, and navigate unfamiliar situations with ease. It enables individuals to remain open-minded, embrace change, and proactively seek opportunities for growth and development. Survival is particularly valuable in today's dynamic job market, where industries are disrupted, technology rapidly advances, and new opportunities emerge. When combined, task orientation and survival create a powerful combination. Task orientation establishes a solid foundation of trust and reliability, while survival enables individuals to respond effectively to changing circumstances and seize new opportunities. Together, these qualities enable individuals to successfully navigate the challenges of the modern world, whether in their personal lives or professional careers. In a rapidly changing and interconnected world, the ability to be dependable and adaptable is more important than ever. Cultivating these qualities can lead to increased resilience, improved problem-solving skills, and enhanced overall performance. By being dependable and adaptable, individuals can position themselves for success and thrive in the face of uncertainty and change.

Conclusion

Based on the findings, the following conclusion was drawn:

Task orientation and adaptability are closely intertwined and mutually reinforcing. Task orientation improves adaptability through effective communication which is essential for establishing and maintaining dependability. Developing task orientation and being adaptable allows individuals and the organisation to embrace change, seek new perspectives, and learn from their experiences which contribute to organizational health of manufacturing companies in Rivers State. Emotional intelligence and survival create a powerful combination that empowers individuals to thrive in dynamic environments. They enable individuals to navigate complexities, build meaningful relationships, and effectively communicate and collaborate with others. It helps in fostering an open-minded and flexible mindset. Therefore by developing emotional intelligence and embracing adaptability, individuals can cultivate the resilience and skills needed to succeed in a rapidly changing world which contribute to organisational health of manufacturing companies in Rivers State.

Recommendations

Based on the conclusion, the following recommendations were made:

1. Management should implement training programs focused on enhancing task-oriented skills, such as goal setting, time management, and structured problem-solving, to improve adaptability, which will ensure the organizational health of manufacturing companies in Rivers State.
2. Management should provide training in adaptability skills, including flexibility, resilience, and the ability to embrace change. These programs can be conducted internally or through external professional development courses in order to enhance the survival of manufacturing companies in Rivers State.
3. Management should implement training programs that focus on developing emotional intelligence skills among employees through workshops on self-awareness, self-regulation, social awareness, and relationship management to improve the adaptability of manufacturing companies in Rivers State.
4. Management should foster a positive work environment that values open communication, trust, and collaboration. A positive workplace culture contributes to higher emotional intelligence levels among employees, creating a foundation for the survival of manufacturing companies in Rivers State.

Contribution to Knowledge

This study addresses a research gap by exploring the relationship between team conscientiousness and organizational health in the context of manufacturing companies in Rivers State. By investigating this relationship, the study enhances the existing body of knowledge in the field of organizational behaviour and contributes to the understanding of team dynamics and their impact on organizational outcomes. The findings from research on team conscientiousness and organizational health can inform policy development and practice in the manufacturing sector. Policymakers and industry leaders can utilize this knowledge to design and implement effective regulations, guidelines, and initiatives that promote democratic practices and sustainable workforce management in manufacturing companies.

Area for Further Research

Comparing manufacturing companies in Rivers State to those in other regions or countries can reveal interesting insights. Such comparative studies can help contextualize the findings and identify best practices applicable to other settings. Exploring potential mediating and moderating factors in the relationship between team conscientiousness and organizational health can deepen understanding. Factors such as team cohesion, communication patterns, job satisfaction, or organizational culture may influence the strength and direction of the relationship.

References

Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: *A meta-analysis. Personnel Psychology, 44*(1), 1-26. https://doi.org/10.1111/j.1744-6570.1991.tb00688.x

Barrick, M. R., Stewart, G. L., Neubert, M. J., & Mount, M. K. (1998). Personality and performance in groups: A meta-analysis of Big Five traits, self-efficacy, and performance in groups. *Journal of Applied Psychology, 83*(2), 308-322.

Bowley, A. L. (1964). *The Elements of Statistics* (2nd ed.). Hafner.

Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and Personality Psychology Compass, 5*(1), 88-103. 10.1111/j.1751-9004.2010.00334.x

Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2014). Public value governance: Moving beyond traditional public administration and the new public management. *Public Administration Review, 74*(4), 445–456.

Burke, W. W., & Litwin, G. H., (1992). *A causal model of organizational performance and change*, 2-8.

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. John Wiley & Sons.

Costa, P. T., Jr., McCrae, R. R., & Dye, D. A. (1991). Facet scales for agreeableness and conscientiousness: A revision of the NEO Personality Inventory. *Personality and Individual Differences, 12*(9), 887-898.10 1016/0191-8869(91)90177-D

Côté, S., & Miners, C. T. H. (2006). Emotional intelligence, cognitive intelligence, and job performance. *Administrative Science Quarterly, 51*(1), 1-28.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika, 16*, 297-334. doi:10.1007/BF02310555

Daniels, K., Watson, D., & Gedikli, C. (2016). A meta-analytic review of the relationship between perceived organizational support and burnout. *Journal of Organizational Behavior, 37*(2), 197-223.10.1002/job.2075

Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review of Psychology, 41*, 417-440.10.1146/annurev.ps.41.020190.002221

Du-Babcock, B., & Scott, R. D. (2000). The impact of gender differences in negotiation style on the outcome of simulated distributive bargaining.*Negotiation Journal, 16*(2), 141-160. doi:10.1111/j.1571-9993.2000.tb00286.x

D'Zurilla, T. J., & Nezu, A. M. (2007). *Problem-solving therapy: A positive approach to clinical intervention.* Springer.

Goleman, D. (1995). Emotional intelligence: Why it can matter more than IQ.

Gordon, G. G., & DiTomaso, N. (1992). Predicting corporate performance from organizational culture. *Journal of Management Studies, 29*(6), 783-798.10.1111/j.1467-6486.1992.tb00689.x

Grote, C., & Kunzle, E. (2000). The role of the prefrontal cortex in the control of voluntary eye movements.*Progress in Brain Research, 126*, 33-52.10.1016/s0079-6123(00)80003-3

Hackman, J. R. (1987). *The design of work teams. In Handbook of organizational behavior*. 315-342). Prentice-Hall

Hargie, O. (2017). *Skilled interpersonal communication: Research, theory and practice* (6th ed.). Routledge.

Hassan, S., Akhtar, N,. A. & Yilmaz, A. (2016). Impact of the conscientiousness as personality trait on both job and organizational performance. *Journal of Managerial Sciences*, 10, 1-14.

Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal, 47*(3), 368-384.

Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly, 40*(2), 256-282.)

Khalifa, S., & Singh, V. P. (2017). Organizational health: A review and research agenda. *Human Resource Management Review*, 27(1), 11-30.

Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. Free Press.

Kozlowski, S. W., & Bell, B. S. (2003). Work groups and teams in organizations. *Handbook of Psychology*, 333-375.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, *30*(3), 607–610. https://doi.org/10.1287/orsc.4.2.209

Laike, T. (2017). The impact of green office design on employee well-being and work performance: A systematic review. *Frontiers in Psychology, 8*, 1718. https://doi.org/10.3389/fpsyg.2017.01718

Lee, J., & Park, Y. (2021). The impact of organizational culture on employee creativity: The mediating role of perceived organizational support. *Journal of Organizational Behavior*, 42(4), 583–600. https://doi.org/10.1002/job.2407

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist, 57*(9), 705–717.

Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema, 18,*132–138.

Marcoulides, G. A., & Heck, R. H. (1993). Organizational culture and performance: Proposing and testing a model. *Organization Science*, *4*(2), 209–225. https://doi.org/10.1287/orsc.4.2.209

Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American Psychologist*, *56*(3), 227–238.

Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. *Psychological Inquiry*, *15*(3), 197-215.

McAllister, D. J. (1995). Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal, 38*(1), 24-59.)

Moreland, R. L., & Levine, J. M. (1992). *Group socialization: Temporal changes in individual-group relations.* Newbury Park, CA: Sage.

Moreland, R. L., & Levine, J. M. (1992). *Group socialization: Temporal changes in individual-group relations*. Newbury Park, CA: Sage.

Noe, R. A., Tews, M. J., & Dachner, A. M. (2010). Learner engagement: A new perspective for enhancing our understanding of learner motivation and workplace learning. *Academy of Management Annals, 4*(1), 279–315.

Oentoro, W., & Popaitoon, P. (2017). The role of conscientiousness on commitment to service quality and service recovery performance. *International Journal of Crime, Law and Social Issues*, *4*(2), 1-8.

Par, A. (2019). The relationship between organizational culture and job satisfaction: An explanatory qualitative study of Swedish employees. *Journal of Organizational Culture, Communication and Conflict*, *23*(2), 1-16.

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2017). *Crucial conversations: Tools for talking when stakes are high* (3rd ed.). McGraw-Hill Education.

Pearce, C. L., & Ensley, M. D. (2004). A reciprocal and longitudinal investigation of the innovation process: The central role of shared vision in product and process innovation teams (PPITs). *Journal of Organizational Behavior*, *25*(2), 259-278.)

Postlethwaite, M. J., Wright, K., & Brown, P. (2009). Large, stable spikes exhibit differential broadening in excitatory and inhibitory neocortical boutons. *The Journal of Neuroscience*, 29(36), 11096-11106.

Pourmazaheriana, A., Esmaeili, B., Aroke, O., & Hasanzadeh, S. M. (2017). The role of personality traits in predicting safety performance: Evidence from a construction industry. *Journal of Construction Engineering and Management, 143*(12), 1-7.

Risjord, M., Dekeyser, F., & Medoff-Cooper, B. (2001). Methodological triangulation in nursing research. *Journal of Nursing Scholarship, 33*(2), 145-151.

Rouleau, L. (2005). Micro-practices of strategic sense-making and sense-giving: How middle managers interpret and sell change every day. *Journal of Management Studies, 42*(7), 1413-1441.

Ruck, K., Welch, M., & Menara, B. (2018). Employee voice: An antecedent to organisational engagement? *Public Relations Review, 44*(1), 904-914.

Saci, A., Jasimuddin, S. M., & Hoque, M. E. (2021). The effects of social media on the mental health of adolescents: A systematic review. *Journal of Youth and Adolescence, 50*(12), 2871-2886.

Salas, E., Sims, D. E., & Burke, C. S. (2005). Is there a "Big Five" in teamwork? *Small Group Research, 36*(5), 555-599.)

Tauritz, B. T., & Wnuk, R. (2020). The impact of artificial intelligence on work: A systematic review of the literature. *Human Resource Management Review, 30*(6), 100717.10.1016/j.hrmr.2020.100717

Tett, R. P., Jackson, D. N., & Rothstein, M. (1991). Personality measures as predictors of job performance: A meta-analytic review. *Personnel Psychology, 44*(4), 703–742.

Volpentesta, A., & Neill, A. S. (2016). The effects of task complexity and stress on human error: A review of the literature. *Applied Ergonomics, 54,* 153-164.

Wan, C., Chen, Y., & Ke, H. (2020). The effect of social support on the mental health of patients with COVID-19: A meta-analysis. *Journal of Affective Disorders, 279.*

Woods, D.D., & Hollnagel, E. (2006). *Resilience engineering: Concepts and precepts*. Ashgate Publishing Ltd., Aldershot.

Zaborowski, M. (2021). Postal ballot in unconsolidated democracy: Poland's case. *Transforming Government: People, Process and Policy, 15*(3), 360-373.

Zhao, G., Chiu, H. H., Jiao, H., Cheng, M. Y., & Chen, Y. (2021). The effect of person-team conscientiousness fit on knowledge sharing: The moderating role of internal team environment. *Group & Organization Management, 46*(3), 498-529.10.1177/1059601120985663