



Effect of Employee Confidence on Organizational Effectiveness of Manufacturing Firms in Rivers State, Nigeria.

Dede, Nsirim (Ph.D)

Department of Management,
Faculty of Management Sciences,
Ignatius Ajuru University of Education,
Rumuolumeni, Port-Harcourt, Rivers State, Nigeria.
Phone No: 08035502949, Email: jeffreydede@yahoo.com

ABSTRACT

This study examined the effect of employee confidence on organizational effectiveness of manufacturing firms in Rivers State, Nigeria. Quasi-experimental research design was adopted for the study. The population size was 750; comprising of employees of manufacturing firms in Rivers state, Nigeria. A sample size of 251 was used. The study adopted a questionnaire as the instrument for data collection. The data generated with the questionnaire was analyzed using modified four point Likert type scale, standard deviation, and linear regression analysis at a significance level of 0.05%. All tests for the study were carried out using the Statistical Package for Social Sciences (SPSS). The study reveals that all the dimensions of employee confidence respectively had a significant and positive relationship with the measures of organizational effectiveness of manufacturing firms in Rivers State, Nigeria. It was therefore concluded that employee confidence greatly impacted on the organizational effectiveness of manufacturing firms in Rivers state, Nigeria. It went further to recommend amongst others that management of manufacturing firms operating in Rivers State, Nigeria, should make confidence, integrity and leadership core values of their firms. They should create and ensure a cordial and enabling environment for employees to express and develop themselves through effective leadership. Also, management should pay more attention on employee training to ensure effectiveness.

Key Words: Effect, Employee Confidence, Organizational Effectiveness, Manufacturing firms,

INTRODUCTION

An organization is made up of people. Human beings are the building blocks of organization, giving it life and essence. Organization is a production and service rendering unit and very vital in the facilitation of goal attainment in society. Thus, organizations are purposeful. They are established to accomplish objectives. The quality of an organization's work force determines to a great extent the level of effectiveness and efficiency it attains, which in turn, affects how well it is able to accomplish its objectives (Nwoka, 2015). Organizations operate in dynamic and rapidly changing environment. The changes have been more rapid, complex, and unpredictable in recent years. The changes are characterized by such phenomena as globalization, changing customer and investor demands, ever-increasing product-market competition, changes in government policies etc. Thus, the survival of organizations largely depend on how well they are able to "fine tune" their business operations to respond and "co-operate" with these and competitive pressures on them in both local and international business environments. Thus, organizations need to be flexible and continually improve on their performance by reducing cost, innovativeness in their products and/or services, and also being adaptive to their environment (Day, 2017). Therefore, management must be concerned, above all else, with achieving alignment and good fits. This, however, largely depends on how well organizations are able to effectively manage their human resources (HR).

The effectiveness of organizations largely depends on the people (humans) they work with. Human beings are considered the most valuable asset of an organization. Human resources (HR) can be conceived as the total knowledge, skills, traits, creative abilities, talents and aptitude of organization's work force, as well as the values, attitudes and benefits of all individuals involved. Consequently, there is need for effective human resource management (HRM) to be able to drive the attainment of organizational goals and objectives. Human resource management is the strategic approach to the effective and efficient management of people in an organization such that they help their organization gain a competitive advantage. It is designed to maximize employee performance in service of an organization's strategic objectives. Human resources provide competitive leverage for an organization and are more vital for its sustainability. An effective and competitive work force is the key to the strength of organizations in facing the challenges of business today (Imoisili, 2018). The importance of having competitive human resources is synonymous with the success of today's organization. An efficient and effective human resource management (HRM) will always be to acquire, train, and retain talent; align the workforce with the business, to produce qualified, productive individuals that will eventually minimize the problems that are related to human resources such as job dissatisfaction, absenteeism or employee turnover and enhance competitive advantage of organization.

However, it is believed that the involvement of the human factor in an organization makes it more complex to manage (Nwoka, 2015). This is because human beings differ in their traits and ways. A trait is an identifying characteristic, habit or quality of a person or thing. It is an identifying label that alludes to something inherent about them, like charm or cruelty. Therefore, employee traits refer to individual employee characteristics, habits, trend or qualities which influence behaviour at work in a way which can affect health, safety, morale and overall system performance. Employees are influenced by their traits. These qualities define who they are as humans (individuals and their competences); all of which are influenced by the wider societal concern, both local and national, and all these affects job performance (in the work place) and goal attainment of the organization in the final analysis. Employee traits influence the ability or place constraints on the usage of resources and the achievement of organizational objectives. Confidence is a trait. It is a very important characteristic which form the foundation of all other employee qualities. Thus, management strive to understand why people in organized work groups act the way they do under stated conditions, and use this understanding in securing better collaboration throughout the organization to achieve stated objectives.

One of the major problems confronting management in many organizations is the most effective way of matching people with jobs. It is to be observed that one of the functions of management is to determine its manpower needs (Ottih, 2016). The process by which management attempts to provide for its human resources to accomplish its task is called manpower planning. All enterprises must plan for manpower needs formally or informally. Manpower is not only an active, deep linking and essential factor of production, but it activates other factors of production. Consequently, management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-run and short-run benefits. The ability to achieve this through effective human resource management (HRM) becomes critical to the success of the organization.

Therefore, organizations that wish to succeed in this age must make utmost effort to ensure that individuals with the right traits are recruited, acquired and placed in the right positions, trained; to enable them do their jobs effectively, motivated; to make them put in their best in performing their jobs, and maintained; to ensure they remain in the organization. How well these organizations are able to do these will determine if they will thrive or not.

Unfortunately, in Rivers state, Nigeria, irrespective of the clamouring for effectiveness and efficiency, the quality of many organizations' workforce and operations leave much to be desired (Cherry, 2021). In the face of alarming pace of change in the business environment, it is regrettable to note that many manufacturing firms' human resource management (HRM) practices have been circumvented for reasons bordering on issues such as God-fatherism, nepotism, and government/political interferences etc. These involve favouring relatives or personal friends because of their relationship rather than their qualifications, traits, abilities, competencies etc. Thus, many persons are employed and placed in job positions for which they do not have the necessary qualifications and traits. Consequently, many of these organizations fail to employ (in many cases) persons with the right traits for job positions. This hinders their ability to "right tune" themselves to deal with the dictates of their business environment. The objective of this study therefore, is to carry out a critical examination of the relationship between employee confidence and organizational effectiveness of manufacturing firms in Rivers State, Nigeria.

Employee characteristics, Attitude to work and Job performance

Large-scale researches have been conducted by scholars using data from thousands of employees on the relationship between personality characteristics and job performance. Research findings have shown that certain personality characteristics significantly predict job performance. These characteristics have serious implications for managers who are often interested in predicting/controlling individual behavior or performance in organization. Some of the traits or attributes are:

1. **Locus of Control:** This is the extent to which an individual believes that his behaviour has direct impact on the consequences of that behaviour. That is the individual believes that his behavior influences what happens to him. Hence, work behavior may be explained by whether the individual perceives his outcome as controlled internally or externally. The individual, who believes he can control his destiny, can influence his ability, skills or effort, has internal locus of control. The individual, who believes that what happens to him is beyond his control, has an external locus of control. He attributes what happens to him to external forces like luck or chance. Research findings (Cherry, 2021) reveal that internally controlled employees were more content with their jobs, more confident and likely to occupy managerial positions than employees who perceived them to be externally controlled.
2. **Self-Efficacy:** This is an individual's belief about his capabilities to perform a task. An individual with this trait has an internal control orientation where he sets his own goal and develops plans of action to accomplish his goals. It is his sense of capability that influences his perception, motivation, and performance. An individual with high self-efficacy believes in his capability to perform well on a task. Hence, he is more confident. While an individual with low self-efficacy is proved to doubt his capability to perform a specific task.
3. **Authoritarianism:** This is an important characteristic. This refers to the extent to which an individual believes that there should be status and power differences among people occupying different hierarchies in the organization. An individual who is highly authoritarian may accept directives or orders from a superior officer in the organization. Alternatively, an individual who is not highly authoritarian may still accept the boss' directives or orders, but will likely question such directives and even express disagreement with his boss and in extreme situation he may refuse to carry out the instructions.

It is important to note that personality traits are major psychological factors affecting human behaviour. An individual can improve his or her chances of getting a job by exhibiting certain positive traits. Also, developing characteristics that are typical of good employees may help an individual make a

favourable impression on his employer. It can also help him develop and maintain positive relationships with his co-workers since they will come to recognize him as a reliable team member. Employee performance has a positive impact on organizational performance.

Dimensions of Employee Traits

Effective employees have differentiating traits such as Confidence, Integrity, Leadership, Empathy, Passion etc. However, for this study, we shall critically examine employee confidence and its influence on employee work behavior and performance; and the effect on organizational effectiveness. This employee characteristic/trait was carefully chosen for this study to ascertain its effect on organizational effectiveness of manufacturing firms in Rivers State, Nigeria.

Confidence

Confidence, according to the Cambridge English Dictionary is the quality of being certain of your abilities or having trust in people, plans, or the future. Confidence can be defined as trust, faith, self-assurance or something told in secret. It's an expression or feeling of certainty. An example of confidence is the belief that the sun will rise tomorrow morning. Self-confidence is belief in one's own abilities. Therefore, confidence is your belief or trust in something. In the workplace, it can refer to the belief an employee has in himself to carry out his job and the belief he has in his own abilities. Having this state of mind means one knows one's own skills, expertise and what one is ultimately capable of. No matter how far along you are in your career, having confidence in your abilities can positively affect your career and your overall attitude about coming to work. Confidence in your abilities can improve your job performance and, by the same token, job success can seriously boost confidence levels. The way you feel about yourself directly affects your productivity and job performance, which in turn affects your career success.

Belcher (2021) observes that confidence is directly related to how well an individual does his job and how well he can relate to the people working around him. People that are less confident not only are more hesitant to tout their abilities and skills, but also may be less willing to contribute in a team environment. There are several other reasons why it is important to be confident in a professional sense. The confidence employees build when working is not limited to the work place, but include what is happening in their home life. Employees bring this confidence to work with them every day and the more confident employees are; the more successful they will be in their roles.

Confidence and productivity often work well together. Confident employees not only believe in their own abilities to manage tasks, but they are also more likely to convince managers, co-workers and customers of their abilities as well. Belcher (2021) note that as their confidence grows, they may exhibit some of the following characteristics:

1. Listen more than they speak
2. Always looking for ways to improve their skills
3. They know when to ask for help
4. Can quickly adapt to a new role

According to Fensome (2021), being confident in your professional life is the key to cultivating a successful career. This is because you are more willing to learn, take risks and do what it takes to accomplish key goals, you may go further professionally. When you feel good about what you do and how you do it, you tend to push yourself to accomplish more. With developed confidence, an employee might also find it easier to embrace challenges in the workplace. This includes immediately looking for ways to overcome these challenges and succeed at his current tasks.

Confidence is important at the work place because it helps employees to communicate effectively. It allows individuals to speak concisely and with clarity. Professionals who communicate with confidence can convey what they want to their clients and co-workers in a clear and efficient manner. Effective communication is critically important for career advancement. Confidence extends far beyond the individual, and businesses can reap rewards.

Burton and Platts (2012) identified the following as some of the benefits of displaying confidence at work:

1. Increases Job Performance

Being confident in your abilities can help you be more productive and help you create a higher quality of work overall. This can make you a more desirable candidate for hiring managers or your current employer.

2. Improves Engagement at Work

When you have self-confidence, you are more apt to feel like you can partake in work-related discussions. This can help increase your engagement and potentially allow you to gain recognition for your participation. Your engagement can also help foster or improve relationships in the workplace.

3. Happier Mindset

When you're confident at work, it can help you feel proud of your accomplishments knowing that your abilities got you there. This can translate into a joyous state of mind which can increase morale not only for you, but also for everyone you work with.

4. Reduces Stress

When you're not focused on your inabilities, you're more apt to have a carefree and positive attitude. This can help reduce any work-related stress as you're able to have a positive mindset for your various responsibilities.

5. **Helps you Solve Problems**

When you are confident about your abilities, it can open your mind to new approaches or solutions to a variety of situations or problems. This is beneficial in various industries and can even help you improve your leadership skills.

6. **Improves Leadership Skills**

Displaying confidence at work can help you gain several leadership skills including your ability to make decisions. If the manager recognizes your initiative, it may make him inclined to give you more responsibilities because he sees you have been able to handle your everyday tasks. Having leadership skills can then help you advance in your career whether you're supporting your co-workers or getting a managerial role.

Belcher (2021) observes that organization also benefits from having confident employees. Being confident in ones abilities can be beneficial for both one's personal life and professional life. Not only can it affect one's mindset, but it can positively impact the quality of one's work and make one a more desirable employee.

The following are three major benefits organizations derive in having confident employees:

1. **Confident Employees are Less Stressed:** When employees are less stressed, they are more focused on the job. Feelings of self-doubt and worry manifest as stress, which may leave an employee feeling unfocused and unproductive. Not only does a stressed-out workforce significantly disrupt business operations, but it comes with a hefty price tag. From absenteeism to on-the-job accidents, and loss of man-hour, etc.
2. **Confident Employees are Higher Performers:** According to a survey conducted by Indeed, 98% of workers said that they perform better when they feel confident. Confidence gives employees the ability to problem solving in difficult situations, even when they are running up against tight deadlines. Confident employees are also more willing to take on new projects and get outside of their comfort zones because they are not stymied by the fear of making mistakes. Employees who lack self-confidence may second guess their decisions and take longer time to complete tasks, ultimately slowing their overall productivity.
3. **Confident Employees are Loyal:** A survey conducted by West Monroe Partners found that 82% of employees felt a sense of loyalty to their current employer. However, that same survey reported that nearly 60% of employees would leave their current jobs for a better offer. Building employee confidence is one approach to increase your employees' willingness to stay—even when a better offer shows up. According to Indeed, 96% of workers they surveyed said they are more likely to stay at a company if they felt confident in their roles.

Employee Confidence Survey

Employee confidence survey is conducted to gauge employee confidence in the economic environment obtained at any given time during the course of the year. Employees are asked questions related to their employment and the general economic climate. Employee confidence is defined as the extent to which employees perceive their organization as being effectively managed and competitively positioned. It also refers to whether or not employees believe they have a promising future with their organization; that is, if there is job security given the current performance of their organization as well as the macro-economic performance of the country (Nwoka, 2015). It is important to note that employee confidence greatly influences individual behaviour and therefore holds implications for organizational and economic performance.

Employee confidence index dimensions are made out of four Indices namely:

- a. **Macroeconomic Confidence Index:** Is the economy improving or has it stabilized?
- b. **Job Security Index:** Do I feel secure in my current job?
- c. **Employer Confidence Index:** Does the future of my current employer look bright?
- d. **Job Transition Index:** Am I confident about finding a new job?

The employee engagement index is calculated based on employees' responses to these four questions. These four Indices have equal weight in the final employee confidence index.

Confidence, Commitment and Employee Turnover

Employees can ask for feedback from management on areas where they can improve and where they do well. The praise and information on improvement can only help such persons to better themselves. Employees may also solicit feedback from their colleagues; in fact, an employee may ask a respected and admired senior staff member to mentor him. He may develop additional confidence in his performance just knowing he is under the guidance of someone for whom he has the utmost professional respect.

Confidence creates a sense of commitment and favourable work environment. For decades, organizational leaders, HR professionals and industrial-organizational psychologists have searched for ways to create high-commitment work environments. Considering the expense and disruption associated with turnover, this makes good sense. When turnover increases, the social fabric of an organization weakens, intangible knowledge and skills are lost, operational effectiveness decreases, accidents rates rise, customer service and quality suffer, and customer satisfaction declines. All of which can negatively impact a company's financial performance.

To increase commitment, many organizations are now trying to build employee-centric work environments. These organizations are spending considerable amount of time, energy and resources identifying employee motivators, assessing employee engagement and enhancing the employee experience. For example, some organizations are using "stay interviews" to help managers ensure they are meeting the critical needs of their direct reports. Others are conducting job-crafting exercises to help employees make their jobs more personally meaningful and satisfying to stimulate confidence and boost morale (Belcher, 2021).

These types of interventions can be effective and increase commitment levels. But their impact tends to be short-lived, often leading to temporary fixes and local improvements rather than broad organizational change. In fact, engagement building activities can backfire if employees have foundational questions and concerns about the business. When strategies are unclear, work processes are inefficient, performance goals are unclear, and products and services no longer meet the needs of clients and customers, employees become frustrated. When faced with organizational frustrations, some engaged employees leave to seek better opportunities elsewhere (Miller, 2017).

Organizations can help increase employee confidence by ensuring leaders, managers and HR professionals are articulating a compelling vision of the future, fostering the right culture, driving performance and creating compelling career paths. That, in turn, will help organization increase commitment, decrease turnover and improve collective performance.

Organizational Effectiveness

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to achieve. There are different models of organizational effectiveness. These different models offer different perspectives on how to view/conceptualize and measure organizational effectiveness. These perspectives can be based on for instance: how efficiently and effectively an organization meets its stated objectives, the efficiency of business functions and processes, how well an organization meets the needs of its stakeholders; how effectively an organization can obtain and use resources. Choosing a particular model for organizational effectiveness will certainly impact how a business chooses to measure and make improvements. However, despite these differences, the same indicators of organizational effectiveness can offer insight into the efficiency and effectiveness of a business.

Organizational theorists have defined organizational effectiveness (OE) in various ways. Cunningham (2017) maintained that "the concept of organizational effectiveness is an elusive one; there is no single or adequate way of defining it". Similarly, Dhooper and Gupta (2022) opine that organizational effectiveness is a complex and prominent construct. However, Imoisili (2018) observed that most practicing managers agree that organizational effectiveness incorporates both economic and non-economic or behavioral dimensions. Rojas (2012) argues that non-financial measures are equally important as financial measures.

Conversely, Imoisili (2018), defined organizational effectiveness as a qualification and value attached to an organization resulting from the comparison of the actual state of the entity against its ideal state. He maintained that an organization is effective if the actual state is congruent with the ideal and ineffective if the former state is incongruent with the later state.

To get a clear idea of an organization's effectiveness, it is important to create a clear list of criteria to assess. No two organizations will have the same list of criteria. This is the reason why for-profit and non-profit organizations measure effectiveness differently through self-assessment. Hence, a company may choose to state the results of an assessment through specific goals achieved or desired. Organizational effectiveness points towards effective, prudent and strategic use of all the organizational resources - human, finance and technological resources for creating competitive advantage. Therefore, organizational effectiveness may be used to refer to the degree of congruence between organizational goals and observed outcomes. It serves as a check-in to see how well internal procedures are meeting an initial vision. Every employee in a company contributes to organizational effectiveness; taking into account their characteristics, skills, experiences, motivation etc. Thus organizational effectiveness remains a subjective evaluation.

On the controversy about the difference between effectiveness and efficiency, organizational effectiveness connotes the idea of internal efficiency, pursuit of worthwhile goals, the attainment of the latter and the development of employees. Thus, if efficiency is the increase in the level of output per revenue generated by input or expenditure, efficiency is a substance of effectiveness. Effectiveness can be used to evaluate virtually every process that makes an organization run. Efficiency is however, always about the resources/financial costs and the results of doing something. Therefore, the question of what efficiency actually is in any given situation must remain in part a subjective rather than a precise figure. Efficiency is a substance of effectiveness.

Organizational Flexibility

Every business enterprise is embedded in an environment with which it has to interact. Organizational flexibility refers to the ability of the organization to adapt to changes in its environment within a short period of time. Thus, an organization is flexible if it is capable of multiple responses to its environment. Organizational flexibility has most often been described in terms of managerial capability to quick responsiveness (Cherry, 2021).

Organizations must adjust and adapt to changes in their environment to sustain their viability and achieve success. Strategic flexibility as a reactive ability involves responsiveness and adaptation to changes in the business environment.

Organizational flexibility not only enables enterprises to acquire innovation resources but also improves the resources' flexibilities in a changing and complex environment. In other words, organizational flexibility helps enterprises quickly adapt to the new external environment and then conduct efficient and orderly innovation activities. There is however, no accepted, operational, and useful measure of organizational flexibility. The major basis for strategy formulation and strategic choice is the information gathered from environmental strengths, weaknesses, opportunities and threats (SWOT) analysis. The environment of the organization is categorized into:

- a. External environment
- b. Internal environment

Customer Satisfaction

Customer satisfaction (often abbreviated as CSAT or Csat) is a term more often used in marketing. It measures how products and or services put in the market by an organization meet or surpasses the expectation of customers. Customer satisfaction can be defined as the number of customers, or percentage of total customers whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction varies from person to person and product or service (Rojas, 2012). The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviours such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have, and other products against which the customer can compare the organization's products.

Customer satisfaction is considered a key performance indicator within business and is often part of a balanced score card. In a competitive market place where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. A business ideally is continually seeking feedback to improve customer satisfaction. Customer satisfaction provides a leading indicator of customer purchase intentions and loyalty and its data are among the most frequently collected indicators of market perceptions. In literature, antecedents of satisfaction are studied from different aspects. The considerations extend from psychological to physical and from normative to positive aspects.

A customer's expectations about a product tell us how he or she anticipates that product will perform. Consumers may have various "types" of expectations when forming opinions about products anticipated performance. Miller (2017) identified four types of expectations: ideal, expected, minimum tolerable and desirable. Day (2017) went further to indicate among expectations the ones that are about costs, the product nature, the efforts in obtaining benefits and lastly expectations of social values. Received product performance is considered as an important construct due to its ability to allow making comparisons with the expectations.

Customer Effort Score (CES)

The customer effort score (CES) measures how much work a customer must do to buy from the company. In other words, the CES measures the effort exerted by a customer to attain a company's goods or services. If customers have to go through a lot of work to purchase from a company, they may likely take their business elsewhere. On the other hand, if the customer is willing to go through some difficulty in order to purchase a company's products that may indicate that they have strong brand loyalty (Fensome, 2021).

Confidence and Organizational Efficiency

Confidence, in the workplace, refers to the belief an individual has in himself to carry out his job and the belief he has in his own abilities. Having this state of mind means he knows his own skills, expertise and what he is ultimately capable of. This quality can help a person in various aspects throughout his professional career. Confidence demands personal commitment and makes an organization's vision and values real. It demands being centered in values and vision (Miller, 2017). When an organization "sells" its vision and "socializes" employees, it creates a strong relationship between the organization and the employees. This fosters personal commitment to the values and goals of the organization and increases operational effectiveness by reducing accidents rates, improving customer service and quality to ensure customer satisfaction. These positively impact a company's financial performance.

Confidence and Organizational Flexibility

An organization is flexible if it is capable of multiple responses to its environment. In a time of globalization and rapid change in business, companies must attend to agile response (flexibility) as much as to efficiency. With confidence, an employee might find it easier to embrace challenges in the workplace. This includes immediately looking for ways to overcome these challenges and succeed at his current tasks. Changing over from one response to another involves being confronted by the unknown; hence, individual characteristics of an employee influence his/her behavior in complex ways. Consequently, the ability to address the novel is largely influenced or determined by how confident an organization's work force is. Confidence is required to act in the face of the unknown and individual employees need it to perform or play their roles effectively. The impact of an adaptive behavior on sales performance has been studied widely in sales literature. According to Day (2017), the adaptive selling framework and the practice of adapting selling have a positive impact on employee performance, and the organization.

Organizational flexibility not only enables enterprises to acquire more innovation resources, but also improves the resources' flexibilities in a changing and complex environment. In other words, organizational flexibility helps enterprises quickly adapt to the new external environment and then conduct efficient and orderly innovation activities. Clark and Mueller (2016) believe that during the process of improving organizational flexibility, path dependency is an obstacle to enterprises' knowledge transfer. With confidence, employees will be able to navigate through the challenges associated with organizational flexibility by performing their jobs effectively and efficiently.

The socio-economic and ethical conducts of an organization's workforce is influenced by the moral ethics prevailing in the society as a whole. This is very important for managers/ executives who want to control social action in organization and concerned with how to weaken and strengthen attitudes. Ottih (2016) observes that the Igbos in Nigeria display a high level of confidence, and have a positive social attitude towards private business, wealth and crafts (irrespective of the ever changing and chaotic business environment) as opposed to working in large private or governmental bureaucracies. While the Igbo culture has positive attitude towards ownership of businesses, crafts, and generally working with hands and tools, some other groups accord very low status to such occupation. Confidence has great implication on employee's work place behavior, and the success or failure of an organization depends on the workforce. Thus, an employee who lacks confidence can hardly be motivated, or motivate other employees; his team members or subordinates, to work through the thick and thin which is often associated with organizational flexibility.

Statement of the Problem

This research seeks to address the current operational ineffectiveness in many manufacturing firms in Rivers State, Nigeria, brought about by their inability to effectively recruit, acquire and place/match employees in/with job positions for which they have the right characteristics and the negative impact of such mismatch/misplacements on organizational effectiveness. Ineffectiveness finds expression in operational, management and financial problems in these firms. The goal of many manufacturing firms is to maximize profit by increasing revenue and minimizing costs. To achieve this, they need to operate efficiently - maximize production output and minimize the resources, energy and cost of production. Unfortunately, these operational, management and financial problems affect the way many manufacturing firms in Rivers State carry out or utilize practices and/or processes such as production forecasting, inventory management, and continuous process improvements which can make them operate efficiently. Investigations have revealed that irrespective of the efforts and the amount of resources being put in place to enable these organizations compete favourably and effectively in their industry, organizational effectiveness remains an illusion to many.

An employee is hired to fill a position involving a certain job. The job tells the employee the activities that he has to perform, and other jobs. A good job design specifies the content, methods and relationships of the job in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder. Thus, job analysis, description and specification are imperative to fill a job position. Consequently, in the globalized competitive market place, the "best" people are sort after. Only persons with required traits, talents, skills and mindsets are recruited and acquired. Having the right people (workforce) with the right attributes and mindset can boost the competitive advantage of organization.

Sadly, many of these organizations fail to employ (in many cases) the right persons with the right traits for job positions. This hinders their ability to "right tune" themselves to deal with the dictates of their business environment. Very often, they try to make up for their deficiencies by adopting such familiar strategies as process rationalization and automation. Unfortunately, these have in many cases not yielded the result these firms need. In particular, heavy investments in information communication technology (ICT) have delivered disappointing results; largely because the companies tend to use technology to mechanize their ways of doing things without addressing fundamental HRM issues. Also, the few qualified employees are given little or no opportunity to express themselves in their jobs and this affects their confidence. These organizations leave the existing HR misplacements and use computers to simply speed up work processes. This has given rise to such statements as "our operations are now computerized". Speeding up these processes cannot address their fundamental deficiencies because they are ignoring the human factor.

This problem stems largely from the fact that most business managers (and leaders) in manufacturing firms in Rivers State, Nigeria, are more interested in the profitability of their companies, hence, neglecting employees and their traits. No organization can continue to survive and grow in our dynamic and globalized environment that fails to recognize, utilize, motivate, train and develop its employees. Therefore, effective human resource management (HRM) becomes imperative. Effective human resource management is a source of motivation which reflects positively on the employees' productivity. Given this, it becomes pertinent to examine the effect of employee confidence on organizational effectiveness of manufacturing firms in Rivers State, Nigeria.

Aim and Objectives of the Study

This study was aimed at examining the effect of employee confidence on organizational effectiveness of manufacturing firms in Rivers State, Nigeria. Therefore, the objectives of the study are to:

1. Examine the extent to which confidence affect organizational efficiency of manufacturing firms in Rivers State, Nigeria.
2. Examine the extent to which confidence affect organizational flexibility of manufacturing firms in Rivers State, Nigeria.
3. Examine the extent to which confidence affect customer satisfaction of manufacturing firms in Rivers State, Nigeria.

Research Questions

It is hoped that the findings of this research have provided answers to the following questions:

1. What is the relationship between confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria?
2. What is the relationship between confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria?
3. What is the relationship between confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria?

Hypotheses

To meet the need for statistical test on the data collected based on the questions above, the following hypotheses were formulated:

H₀₁. There is no significant relationship between confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

H₀₂. There is no significant relationship between confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

H₀₃. There is no significant relationship between confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

METHODOLOGY

The research design adopted for this study is quasi-experimental research design. The population consists of employees of registered manufacturing firms operating in Rivers State, Nigeria. Data from the Manufacturers Association of Nigeria (MAN), Rivers State branch 2021, reveals that forty-five (45) manufacturing firms are registered with the association, and do business in Rivers State, Nigeria. Thus, from the employees of the respective firms, samples were taken for this study. Samples were drawn from the respective firms in a manner that ensured representativeness of the population. Efforts were made to ensure its representativeness. In determining the sample size, the researcher employs the Krejcie and Morgan (1970) sample size determination table, which is based on a reasonably good decision model, and is currently widely accepted by researchers in the Social and Management Sciences. Given a study population of seven hundred and fifty (750), $N=750$ and sample size of two hundred and fifty-four, i.e $n=254$. Using Bowley's proportional sampling technique, the sample size for each organization was determined. The researcher's instrument for data collection is the questionnaire. In this study, data obtained from the respondents were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25.0.

RESULTS

Table 1:

Summary of Descriptive Statistics on the Employee Trait Purveyed By Confidence In Manufacturing Firms In Rivers State, Nigeria.

SN	Confidence	N=251		
		Mean	SD	Remark
1	I know what I want and what is important to me.	3.36	1.02	*
2	I know what I am good at and how capable I am.	3.38	1.00	*
3	I, in all possible ways, always expect the best and hold a positive regard for myself and others.	3.12	0.89	*
4	I do not allow difficult emotions such as anger and anxiety to overcome me especially at work.	3.30	0.55	*
5	I am willing and able to work and experiment on new ways to solve challenging problems in my organization.	3.16	0.98	*
6	I enjoy my work and treat each day as a learning experience.	3.32	0.98	*
Grand mean		3.27	0.73	*

*High extent

Source: SPSS output -Researcher's desk 2023

The result from Table 1 shows the summary of descriptive statistics on the employee trait purveyed by confidence in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over employee trait purveyed by confidence in manufacturing firms in Rivers State, Nigeria was 3.27, $SD=0.73$. the result shows that the respondents strongly indicated that they know what they are good at and how capable they are ($M=3.38$, $SD=1.00$), they know what they want and what is important to them ($M=3.36$, $SD=1.02$), they enjoy their work and treat each day as a learning experience ($M=3.32$, $SD=0.98$), they do not allow difficult emotions such as anger and anxiety to overcome them especially at work ($M=3.30$, $SD=0.55$) and they are willing and able to work and experiment on new ways to solve challenging problems in their organization ($M=3.16$, $SD=0.98$) among others.

Table 2:

Summary of Descriptive Statistics on the Organizational Effectiveness Purveyed by Efficiency in Manufacturing Firms in Rivers State, Nigeria.

SN	Efficiency	N=251		Remark
		Mean	SD	
7	In my organization waste of resources is minimized as jobs are completed within time limits.	3.34	0.57	*
8	In my organization output is maximized.	3.41	0.55	*
9	My organization makes profit	3.37	0.57	*
10	My organization's profit is more than its cost	3.18	0.66	*
11	My organization is able to achieve its business objectives.	3.47	0.59	*
12	My organization is doing well in its industry.	3.27	0.91	*
Grand mean		3.34	0.37	*

Source: SPSS output -Researcher's desk 2023

The result from Table 2 shows the summary of descriptive statistics on the organizational effectiveness purveyed by efficiency in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over organizational effectiveness purveyed by efficiency in manufacturing firms in Rivers State, Nigeria was 3.34, SD=0.37. The result shows that the respondents strongly indicated that their organization was able to achieve its business objectives (M=3.47, SD=0.59), this was followed by the fact that in their organization output is maximized (M=3.41, SD=0.55), their organization makes profit(M=3.37, SD=0.57), In their organization waste of resources is minimized as jobs are completed within time limits (M=3.34, SD=0.57), their organization is doing well in its industry (M=3.27, SD=0.91) and their organization's profit is more than its cost (M=3.18, SD=0.66).

Table 3:

Summary of Descriptive Statistics on the Organizational Effectiveness Purveyed By Flexibility in Manufacturing Firms In Rivers State, Nigeria.

SN	Flexibility	N=251		Remark
		Mean	SD	
13	My organization plans its operations and needs.	3.72	2.69	*
14	My organization's operations are planned to ensure smooth running of its affairs in the present and future.	3.62	0.51	*
15	My organization employs people from diverse cultures and races.	3.49	0.61	*
16	My organization responds quickly to demands on it from the environment.	3.39	0.92	*
17	My organization's products meet the demands of customers in the market.	3.37	0.82	*
18	My organization makes timely changes to ensure that future demands on it by customers are met.	3.41	0.91	*
Grand mean		3.50	0.63	*

Source: SPSS output -Researcher's desk 2023

The result from Table 3 shows the summary of descriptive statistics on the organizational effectiveness purveyed by flexibility in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over organizational effectiveness purveyed by flexibility in manufacturing firms in Rivers State, Nigeria was 3.50, SD=0.63. The result shows that the respondents strongly indicated that their organization plans its operations and needs(M=3.72, SD=2.69), this was followed by the fact that their organization's operations are planned to ensure smooth running of its affairs in the present and future (M=3.62, SD=0.51), their organization employs people from diverse cultures and races(M=3.49, 0.61), their organization makes timely changes to ensure that future demands on it by customers are met(M=3.41, SD=0.91), their organization responds quickly to demands on it from the environment(M=3.39, SD=0.92) and their organization's products meet the demands of customers in the market(M=3.37, SD=0.82).

Bivariate Analysis

H_{01} . There is no significant relationship between employee confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

Table 4:

Summary of Linear Regression Analysis on the Relationship between Employee Confidence and Organizational Efficiency of Manufacturing Firms in Rivers State, Nigeria.

r= .383, r ² =.147 F=42.837, p=.000	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.711	.099		27.489	.000
Confidence	.193	.029	.383	6.545	.000

a. Dependent Variable: Efficiency, $y=2.711+.193x$

Source: SPSS output -Researcher's desk 2023

The result from Table 4 shows the summary of linear regression analysis on the relationship between employee confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.383). The regression equation also shows that any increase in the value of employee confidence may lead a concomitant increase in the value of organizational efficiency of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria (F=42.837, p=.000). The null hypothesis four was rejected at .05% level of significance.

H₀₂. There is no significant relationship between employee confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

Table 5:

Summary of Linear Regression Analysis on the Relationship between Employee Confidence and Organizational Flexibility of Manufacturing Firms in Rivers State, Nigeria.

r= .601, r ² =.361 F=140.853, p=.000		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.813	.146		12.457	.000
	Confidence	.515	.043	.601	11.868	.000

a. Dependent Variable: Flexibility, $y=1.813+.515x$

Source: SPSS output -Researcher's desk 2023

The result from Table 5 shows the summary of linear regression analysis on the relationship between employee confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.601). The regression equation also shows that any increase in the value of employee confidence may lead a concomitant increase in the value of organizational flexibility of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria (F=140.853, p=.000). The null hypothesis five was rejected at .05% level of significance.

H₀₃. There is no significant relationship between employee confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

Table 6:

Summary of Linear Regression Analysis on the Relationship between Employee Confidence and Customer Satisfaction of Manufacturing Firms in Rivers State, Nigeria.

r= .887, r ² =.788 F=923.353, p=.000		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.399	.095		4.180	.000
	Confidence	.865	.028	.887	30.387	.000

a. Dependent Variable: Customer Satisfaction

Source: SPSS output -Researcher's desk 2023

The result from Table 6 shows the summary of linear regression analysis on the relationship between employee confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.887). The regression equation also shows that any increase in the value of employee confidence may lead a concomitant increase in the value of customer satisfaction of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria (F=923.353, p=.000). The null hypothesis six was rejected at .05% level of significance.

Discussion of Findings

Employee confidence and organizational efficiency of manufacturing firms

The result from Table 1 showed that the relationship between employee confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.383). The regression equation also shows that any increase in the value of employee confidence may lead a concomitant increase in the value of organizational efficiency of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee confidence and organizational efficiency of manufacturing firms in Rivers State, Nigeria (F=42.837, p=.000). The null hypothesis was rejected at .05% level of significance. This finding is in agreement with an earlier finding of Miller 2017,

which established that employee confidence boost self-esteem which enables them adapt to new technology, changes that happen inside the organization and the working environment, and also working effectively in teams which has significant positive effect on employee performance. Thus, manufacturing firms in Rivers State with confident employees are efficient, productive and effective.

Employee confidence and organizational flexibility of manufacturing firms

The result from Table 2 showed that the relationship between employee confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.601). The regression equation also shows that any increase in the value of employee confidence may lead a concomitant increase in the value of organizational flexibility of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee confidence and organizational flexibility of manufacturing firms in Rivers State, Nigeria (F=140.853, p=.000). The null hypothesis was rejected at .05% level of significance. This finding is in agreement with an earlier finding of Echchakoui, 2013, which established that with confidence, an employee might find it easier to embrace changes and challenges in the workplace. This includes immediately looking for ways to overcome these challenges and succeed at his current tasks. Changing over from one response to another involves being confronted by the unknown. Confident employees are risk takers. Consequently, organizations' ability to address the novel is largely influenced or determined by how confident the work force is. Confidence is required to act in the face of the unknown and individual employees need it to perform or play their roles effectively. Confidence is the Hallmark of flexible manufacturing firms in Rivers state, Nigeria.

Employee confidence and customer satisfaction of manufacturing firms

The result from Table 3 showed that the relationship between employee confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.887). The regression equation also shows that any increase in the value of employee confidence may lead a concomitant increase in the value of customer satisfaction of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee confidence and customer satisfaction of manufacturing firms in Rivers State, Nigeria (F=923.353, p=.000). The null hypothesis was rejected at .05% level of significance. This finding is in agreement with an earlier finding of Rojas (2012) which established that exceptional customer service starts with confidence. Customers want to know that the employee they are working with is confident and will be able to serve them in a professional manner. They need the assurance that they will be receiving the right products and/or services.

Conclusion

The study reveals that all the dimensions of employee confidence respectively had a significant and positive relationship with the measures of organizational effectiveness of manufacturing firms in Rivers State, Nigeria. The findings further reveal that organizational policy bears an inverse and insignificant effect on the relationship between employee confidence and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. Based on the specific objectives of this study and research findings, the study therefore concludes that employee confidence greatly impact on the organizational effectiveness in manufacturing firms in Rivers state, Nigeria.

Recommendations

Based on the findings, and conclusions of the study, the following recommendations are made.

1. Manufacturing firms should make confidence core-value of their firms to enhance their effectiveness.
2. Manufacturing firms in Rivers State, Nigeria, should adopt organizational policies that foster effective human resource management (HRM) practices.
3. Managers in manufacturing firms in Rivers State, Nigeria, should create and ensure a friendly and cordial environment to enable employees express and develop themselves.
4. Manufacturing firms in Rivers State should conduct routine training and development programmes to eliminate/reduce knowledge gaps and modify attitudes. This will help to boost employee confidence.

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