

**IMPACT OF EMPLOYEE BEHAVIOR ON ORGANIZATIONAL PERFORMANCE
(A STUDY OF SELECTED GOVERNMENT MINISTRIES IN AKWA IBOM STATE)**

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ABSTRACT

This study focused on the impact of employee behavior on organizational performance (A Study of Selected Government Ministries in Akwa Ibom State). The study sought to analyze the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State and determine the relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State. This study adopted descriptive survey method. The study employed both primary and secondary sources of data. The population of the study is five hundred and seventy-four (574). The sample size of the study was 236 respondents. Stratified random sampling was adopted. The study employed multiple model and Pearson correlation coefficient to test the hypotheses of the study. The study concluded that there is a positive relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State. The study recommended that Management should endeavor to motivate the employee, through involvement, pay and promotion to enhance the commitment and attachment of employee to put in their best to work towards achieving the goals and objectives of the firm.

Key Words: Employee Behavior, Attitude, Motivation, Participation and Organizational Performance.

1.0 INTRODUCTION:

1.1 Background of the Study

Employees are an firms' most valuable asset and this is especially true in relatively government or non-government organization, but again, workers also represent the most difficult resource for organizations to manage. Unlike physical assets, individual have their own personal needs which must be met and habits which must be managed if they are to contribute to firms' performance.

They are people who bring their own perspectives, values and attributes to organizational life, and when managed

effectively can bring effective benefits to firm at large (McCloy, and Wise, 2002). A company may have good manager, a good vision and a good goal; however, if it neglects its workforce, that organization is practically in turmoil. So unsatisfied workers produce unsatisfactory results, therefore, it is very vital for top management to take care of their workers to ensure that they are satisfied in their works; when they are satisfied; they put up a positive behavior and also strive for the organizational goals and objectives (Abdulsalam, and Abubakar, 2012).

The success of any organization depends on the ability of managers to provide a motivating environment for its employees towards

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improving workers' behavior and organizational performance. The manager should be acquainted with the behavior of each staff and what might motivate each one individually. By understanding staff needs, managers can understand what rewards to use to motivate them towards enhancing their behavior that have a ripple effect on organizational goals. The goal of most firms is to benefit from positive employee behavior in the workplace by promoting a win-win situation for both the company and employees.

In an attempt to further understand the employee behavior variable, Nickols (2003) found out that just as an employee is expected to perform beyond ordinary expectations, management should also replicate such behaviors. In order to have a cutting edge, firms should have employees who are ready to help their peers with work, work beyond duties mentioned in job descriptions, orient new workers, do not waste their time at work, speak positively about the company to the outsiders, comply with organizational policies and procedures even though, nobody is seeing them.

The full array of employee behaviour includes behaviors such as constructive statements of employee about the organization, commitment expressing in others' work, loyalty suggestions for improvements, care of organizational property, punctuality and other variables. At the same time, it also includes refraining from negative behaviors such as finding faults with others, expressing displeasure, starting arguments and complaining about non-significant things.

Stella (2008) mentioned the examples of these employee behaviors as understanding and cooperation with colleagues, mentoring, performing extra duties without delay and complaint, punctuality, volunteering, efficiently use of organizational resources, sharing ideas and positively representing the organization. Thus, this study examined the impact of employee behavior on organizational performance.

1.2 Statement of the Problem

The greatest complex and complication organization is facing recently have been the ability to understand, measure and influence employee behavior in order to attain their group goals. The challenging scenario is that employee behavior is multi-complex from individual to group to environment that interrelates and psychology (cognition) dynamics. The bad and negative behavior of the employees in some ministries leads to organizational resources not used efficiently. Behavior is a psychological effect, however, when an employee does not feel safe and happy about his job due to lack of motivation and incentives it demoralized employee morale.

Attitudes have significant effects on the behavior of a person at work. Some of the area employees' display their attitude are; superior, subordinates, peers, supervision, pay, benefits, promotions, poor work environment, staff extortion from people, early departure from the office or anything that triggers positive or negative reactions. These attitudes reflect an employees' likes and dislikes towards other people, objects, events and activities that surround their environment. Some of the strong attitudes are likely to affect employees' behavior.

Directors find it very difficult to identify what enhance employee behavior and the type of motivational package that needs to be given to workers and the proper incentives that will enable the employee put in their best to contribute to the productivity and growth of the organization. It is against this backdrop that this study tends to impact of employee behavior on organizational performance.

1.3 Objectives of the Study

The main objective of this study is to investigate the impact of employee behavior on organizational performance (A Study of Selected Government Ministries in Akwa Ibom State). The specific objectives are to:

- i. Analyze the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State.

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- ii. determine the relationship between employee behavior and organizational efficiency of Selected Government Ministries in Akwa Ibom State.

Research Questions

- i. What are the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State?
- ii. What is the relationship between employee behavior and organizational efficiency of Selected Government Ministries in Akwa Ibom State?

Research Hypotheses

- Ho₁: Working environment, culture, leadership, empowerment, participation, organizational culture are not the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State.
- Ho₂: There is no positive relationship between employee behavior and organizational efficiency of Selected Government Ministries in Akwa Ibom State.

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

Factors Affecting Employee Behaviour

According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way, including:

(i) Leadership

Leadership is a process whereby an individual influences a group of individuals to achieve common goals. Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers. The leadership style within an organization has a bearing on encouraging or

inhibiting employee's behaviour (Armstrong, 2006).

(ii) Coaching

Coaching has become an important technique to improve behaviour. It is not a one way communication and proves to be a two way communications where coaches identify what can be improved and how it can be improved. Further coaching addresses the belief and behaviors that hinder performance. It can be further seen that coaching is all about helping someone else to improve behaviour (Gebregziabher, 2009).

(iii) Empowerment

Giblin (1999) defines success as achievement, accomplishment and attainment which is consequence of empowerment as follows:

- Individual success in form of employee's role performance,
- Organizational success which is achieved as members of the organization accomplish collective organizational goals and objectives, and
- As organizational members share a mutually beneficial and satisfying work experience meeting both social and personal growth needs. Further, empowerment had significant positive correlations with both behaviors and satisfaction and specifically empowerment was more strongly correlated with the in-role behaviour of followers than with satisfaction with the leader.

2.2 Theoretical Framework

McGregor Theory X and Theory Y (1956 – 1917)

In his theory McGregor developed two distinct preconceived perceptions of how people observe human behavior at work and organizational life. He believed that companies follow one of the two opposing approaches. He called these approaches theory X and theory Y. He argues that in theory X, management has the

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responsibility to ensure that the productive elements of the enterprise are organized such as money, materials, and people with the purpose of meeting economic ends. On the other hand, theory Y stipulates that management is charged with the responsibility to organize the elements of productive enterprise such as money, materials, equipment and people with the aim of meeting economic ends.

Maslow's Hierarchy of Needs Theory (Abraham Maslow, 1943)

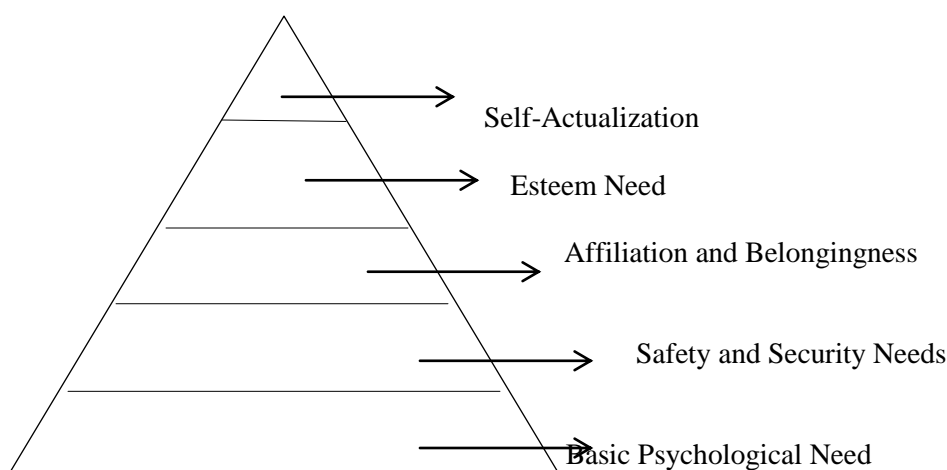


Figure 1: Maslow's Need Hierarchy Theory. Source: Maslow's Need Hierarchy Theory, 1943

Maslow developed this theory to explain human motivation aspect in general. However, it is applicable to the work environment and is being used to explain job satisfaction most popularly. In the organizational context, the basic physiological needs include the pay package and medical benefits of an employee. Safety and security needs manifest through the efforts or the equipment provided by the employer for the physical safety of an employee, first-aid boxes, sick rooms, and so on are a few examples in this category. It also includes security aspect that includes company's structure and policies regarding to employee selection and retention.

If the employees feel safe and secure in the workplace, he tends to develop a feeling of belongingness towards the workplace. Once he is satisfied with the environment in which he is working, then comes the third phase of

Hierarchy of needs theory, popularly known as Maslow's need hierarchy theory was one of the first theories to emphasize and examine the important contributors of job satisfaction which leads to employee retention. According to Abraham Maslow, human needs are categorized under five heads in order of preference thus forming a five level hierarchy consisting of basic physiological needs, safety and security needs, belongingness/affiliation needs, and self-actualization (Figure 1).

belongingness and affiliation. Now he starts seeking recognition and appreciation from his colleagues and superiors. He would wish to be treated as an important part of the organization and develop a positive and harmonious relationship with others. The final step is where the employee seeks self-actualization. In this stage, the employee shows his best capability of doing a task. In fact each stage is a step taken towards the last stage, therefore, the organization should pay emphasis in satisfying the low level basic needs of an employee as an attempt to progress towards his high order needs.

Recently, this approach is losing its' popularity as it does not consider the cognitive process of an employee and does not provide any empirical evidence (Maslow, 1943).

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2.3 Empirical Review

Inuwa and Salisu (2017) conducted a study on the relationship between job attitude and employee performance by using the non-academic staff of Bauchi State University Gadau as unit of analysis. An aggregate of two hundred and seventy questionnaires were distributed non-academic staff of BASUG based on systematic random sampling and data collected was analysed using Statistical Package for Social Sciences (SPSS).

The outcome of the analysis shows that there is positive and significant relationship between job attitude and employee performance. Also, the study is limited due to the fact that it adopts only two variables and concentrate in one institution only. The paper recommends that employers should prioritise important motivational factors that will bring about positive job attitude so as to achieve highest performance level of an employee.

Furthermore, the study will serve as a policy guide to the management of the Nigerian Universities in areas relating to employee performance improvement through job attitude and it will also further make an impetus the field of organisationalbehaviour and human resource management.

Attah (2017) investigated the factors influencing employees' job attitude in Nigeria. The study adopted conceptual approach with a view of x-raying the core factors that are militating against effective commitment of employees in an organization, Materials for the study were generated via internet, textbooks, and documented sources available in our library. The study revealed that organizations achieve higher performance by positively influencing employees' attitudes to their jobs through the provision of adequate incentives.

The study, therefore, recommended that employees should be valued as they serve as pillars of any successful organization. The policy implication is that it will enable them to be positively disposed towards duties in their diverse domains of endeavours.

3.0 METHODOLOGY

3.1 Research Design

This study adopted descriptive survey method. This design is chosen because it permits investigating description and recording of information in their natural setting. This design aid the researcher to ascertain the views, ideas and feelings of those that are directly concerned with the project topic.

3.2 Sources of Data

The study employed both primary and secondary sources of data collection. In order to realize the target, the study used well-designed questionnaire as best instrument. This was completed by employees of the Selected Government Ministries in Akwa Ibom State

The secondary data used for the study were sourced from magazine, newspapers, textbooks, journals, and publications from the internet.

3.3 Population of the Study

The target population consists of five hundred and seventy four (574) employees of every department in the selected ministries in Akwa Ibom State. The selected ministries are shown in Table 1:

Table 1: Population Distribution Table

Ministries	Number of Employees
Ministry of Work	256
Ministry of Health	318
Total	574

Source: Field Survey, 2022

Sample Size and Sampling Techniques

To get the sample size, a formula propounded by Taro Yamane (1967) was used.

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

Where: N = population of the study
(574)

(e)² = margin of error
i.e 5% (0.05)

n = sample size
I = Constant

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

$$n = \frac{574}{1 + 574(0.0025)^2}$$

$$n = \frac{574}{1 + 1.435}$$

$$n = \frac{574}{2.435}$$

$$n = 235.7$$

$$n = 236$$

Thus, the sample size of the study was 236 respondents

A stratified sampling method was adopted and it gave the staff an equal chance of being selected.

3.4 Method of Data Collection and Analysis

The researcher consulted both primary and secondary data in collecting information from the respondent in the study area. In gathering primary data, a well-structured questionnaire of close ended type designed in 5 point Likert Scale format of strongly Agree (5), Agree (4), Neutral (3) Disagree (2) and Strongly Disagree (1). with A to D, which captured all the research objectives and hypotheses that was administered to respondents in the study area. Secondary data was collected from magazines, journals, brochures and textbooks and internet materials.

Validity and Reliability of the Research Instrument

Validity is based on the view that a particular instrument measures what it is meant or purposes to measure. The content validity of the instruments was established by first submitting the prepared questionnaire on separate sheets to experts for their comments. Those items that proved ambiguous and did not address the issue being investigated were discarded. In scientific research, measurement of accuracy is of great importance. The tendency toward consistency found in repeated measurements is referred to as reliability. Reliability suggests trust worthiness, based consistency and precision of the measurement process.

However, Test– retest approach was adopted to ensure the reliability of the instrument and the Cronbach Alpha for reliability of the co-efficient result was computed through Statistical Package for Social Science (SPSS) version 2.0. The decision rule was based on the coefficient correlation that is up to 0.5 and above.

Quantitative data was analyzed using descriptive analysis in form of percentages and frequencies. The Social Package for Statistical science (SPSS) software aided in data analysis. Thus, to test hypotheses regression model and correlation coefficient was used to test the dependent and independents variable.

4.0 DATA PRESENTATION AND ANALYSIS

From Table 2, A total of two hundred and thirty six (236) questionnaire was distributed to ministry of work and health, however, nine (9) questionnaire were lost with a percentage ratio of 3.8% while two hundred and twenty seven (277) was retrieved with the percentage ratio of 96.2 which formed the basis of the study.

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Table 2: Return of Questionnaire

Ministries		Number of Questionnaire Distributed	% of Questionnaire Distributed	Number of Questionnaire Retrieve	% of Questionnaire Retrieve	Number of Questionnaire Retrieve	% of Questionnaire Loss
Ministry of Work		105	44.5	99	41.9	6	2.5
Ministry of Health		131	55.5	128	54.2	3	1.3
Total		236	100	227	96.2	9	3.8

Source: Field Survey, 2022

Table 3: Analysis of The Factors Affecting the Influence of Employee Behavior in Organization of
Selected Government Ministries In Akwa Ibom State.

Responses	SA	A	N	D	SD	Mean	SD	Remarks
Work environment affects employee behavior	132	70	5	15	5	4.3	.875	Accepted
Leadership styles affects employee behavior	90	85	12	13	17	3.8	1.40	Rejected
Participation affects employee behavior	162	35	-	10	20	4.4	.814	Accepted
Organizational culture affects employee behavior	89	65	17	26	30	3.7	1.12	Rejected

Source; Field Survey, 2022

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Table 4: Determining the Relationship Between Employee Behavior and Organizational Performance of
Selected Government Ministries in Akwa Ibom State.

Responses	SA	A	N	D	SD	Mean	SD	Remarks
Employee Job involvement improves organizational performance	152	70	5	-	-	4.6	.775	Accepted
Employee Job satisfaction enhances organizational effectiveness	102	85	-	23	17	4.0	1.05	Accepted
Organizational commitment increases organizational performance	192	35	-	-	-	4.8	.702	Accepted
Employee Job dedication boost organizational productivity	189	65	17	26	30	3.7	1.12	Rejected
Work environment boost employee performance	145	70	8	4	-	4.6	.850	Accepted

Source; Field Survey, 2022

Table 5: Regression analysis on Working environment, culture, leadership, empowerment, participation,
organizational culture and employees behavior

Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig
	B	Std. Error	Beta		
(Constant)	0.825	0.782		1.055	0.3
x1	0.152	0.121	0.177	1.26	0.045
x2	0.225	0.167	0.248	1.35	0.017
x3	0.549	0.149	0.6	3.688	0.001
x4	0.078	0.151	0.08	0.518	0.608
x5	0.225	0.167	0.248	1.354	0.004
R ²	0.622				
R ⁻²	0.571				
F	5.630				

Source: Field Survey, 2022

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Table 6: Correlations Correlation Employee Behavior On Organizational Performance

		Employee Behavior	Organizational Performance
Employee Behavior	Pearson Correlation	1	.832
	Sig. (2-tailed)		.021
	N	105	105
Organizational performance	Pearson Correlation	.832	1
	Sig. (2-tailed)	.021	
	N	105	105

Source: Field Survey, 2022

From Table 3, the study showed the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State. Majority of the respondents with the highest mean scores of 4.4, 4.3, 3.8 and 3.7 respectively strongly agreed that organizational culture affects employee behavior, participation affects employee behavior, leadership styles affect employee behavior and work environment affects employee behavior.

Challenges are inevitable in every organization, any organization that wants to succeed must take cognizant of the factors facing the employee and organization at large, if these challenges are tackled it will bring the best behavior of employees to will lead to the growth of the organization.

Table 4 shows the relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State. Majority of the respondents with the highest mean scores of 4.8, 4.6, 4.6, 4.0 and 3.7 respectively strongly agreed that Employee Job dedication boost organizational productivity, Organizational commitment increases organizational performance, Employee Job satisfaction enhances organizational effectiveness, Work environment boost employee performance and Employee Job

involvement improves organizational performance.

Testing of Hypotheses

Ho₁: Working environment, culture, leadership, empowerment, participation, organizational culture are not the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State.

Table 5 the result shows that working environment, culture, leadership, empowerment/participation, organizational culture were joint predictors of employees behavior ($F(5.630) R^2 = .571$; $R^2 = .622$; $P > .05$). The independent variables jointly explained 62.2% of the variance of employee behaviour, while the remaining 37.8% could be due to the effect of extraneous variables. Working environment ($\beta = 0.152$; $t = 1.26$ $P > .05$); culture ($\beta = 0.225$; $t = 1.35$; $P > .05$); leadership ($\beta = 0.549$; $t = 3.688$; $p < 0.05$) participation ($\beta = 0.078$; $t = 0.518$; $p > 0.05$) and empowerment ($\beta = 0.248$; $t = 1.354$; $p < 0.05$) were significantly independent predictors of employee behaviour. This implies that that working environment, culture, leadership, empowerment, participation, organizational culture are the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State

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Ho₂: There is no positive relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State.

Table 6 shows the relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State. The rho= 832 with p-value = .021<.05% significance level. We reject null hypotheses and accept the alternate. The result in table shows that there is a positive relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State.

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

Result from the analysis of the study found out

- i. Working environment, culture, leadership, empowerment, participation, organizational culture are the factors affecting the influence of employee behavior in organization of Selected Government Ministries in Akwa Ibom State.
- ii. There is a positive relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State with p-value = .021<.05% significance level.

Conclusion

The urge to attain and maintain high level of productivity is very essential for the establishment of government ministries. A satisfied, committed and engaged employee will put extra effort to improve the organizational performance, not only by improving his own performance, rather, by focusing on the overall development of the organization.

Attitudes such as satisfaction and involvement are important to the employees to have high

levels of performance which was conceptualized and supported by the findings of the present study. The study showed that absence of good behavior in ministry has created in the Nigerian worker the attitude, which may hinder productivity. The study concluded that there is a positive relationship between employee behavior and organizational performance of Selected Government Ministries in Akwa Ibom State.

Recommendations

- i. Management should endeavor to motivate the employee, through involvement, pay and promotion to enhance the commitment and attachment of employee to put in their best to work towards achieving the goals and objectives of the firm.
- ii. Management of the study should take into consideration that challenges facing employee behavior and also good incentives and rewards should be given to an employee who complied with the organization directions and make them as a visible model for others to emulate.

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