

**INFLUENCE OF ORGANIZATIONAL BEHAVIOUR ON EMPLOYEES'
PERFORMANCE- A study of Flour Mill Nigeria plc.**

By

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I, Giwa Helen Idowu with the matric number 16020201001 is a student in the Department of Business Administration under the College of Humanities, Management and Social Sciences at Mountain Top University. I would like to declare that the work entitled “Influence of Organizational Behaviour on Employees’ Performance” submitted by me in partial fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) in Business Administration is my original work and has not been submitted either in part or full for any other degree or diploma either in this or any other tertiary institution.

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Date & Signature

CERTIFICATION

I certify that this work was carried out by GIWA HELEN IDOWU at the Department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision.

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(Supervisor)

Signature & Date

Dr Ojo Olanipekun
(Head of Department)

Signature & Date

DEDICATION

I dedicate this to the Almighty God, who has been my peace, strength, and everything in general that I faced throughout this study.

ACKNOWLEDGEMENT

First and foremost, I appreciate the Almighty God for the breath of life and overflowing strength for both the completion of my project and my course of study.

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ABSTRACT

Understanding, prediction, and management of human behaviour individually and collectively in work organization are critical to employees' job performance. Previous studies have not adequately focused on Organizational behaviour relative to employees' job performance. This study, therefore, investigated the Influence of Organizational behaviour on employees' performance in Flour Mill Nigeria plc, Lagos State. The study combined Contingency theory and Human Relations theory as the framework.

The research design was purely survey and multi-stage sampling techniques were used involving Purposive, Stratified and Simple random sampling techniques. The data collection instrument was Questionnaires. While 58.3% of respondents were male, 41.7% were female. Majority of the respondent 37.5% were within the range of 31-40 years. Moreso, majority of the respondents 43.3% had degree certificates while 25.8% have master degrees and 5.0% have a PhD. The largest proportion of the respondent 56.7% had stayed in the organization between 11-20 years in respect of training and development to promote Organizational culture, 55.0% of the respondents strongly agreed with this view, 18.3% agreed, 9.2% disagreed, while 12.5% strongly disagreed. In respect of training programs to increase employees' competence, 33.3% of the respondents agreed, 25.0% strongly agreed, 20.8% disagreed while 12.5% strongly disagreed. In respect of the statement that all employees are eligible for the reward as per the Organizational policy. 41.7% of respondents strongly agreed, 20.8% agreed, 11.7% strongly disagreed.

The hypothesis 1 indicated that a positive relationship existed between training and employees' competency. Hypothesis 2 also indicated a significant relationship between reward and productivity of the Organization. Hypothesis 3 showed that there existed a positive relationship between recruitment and market share in the Organization. Organizational behaviour is pivotal to the success or otherwise of the organization. Hence, it is imperative to handle it diligently by managers in the work Organization.

In the light of this, Organizations should provide a flexible culture that will provide such a working environment to employees in which they will work easily and independently without feeling any burden, Organizations should provide employees with a clear career path and career development opportunities by giving them training, seminars and workshops and this will increase their productivity in the organization and Organizations should make sure that their employees have the knowledge of the companies or organizations vision, mission and strategy.

Keywords: Organizational Behaviour, Employees' Performance, Training and Development and Employee competence.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations are a group of individuals of varying ideological orientations, beliefs, views, and attitudes working together cooperatively to accomplish a purpose. It also means that the value system, goals, strategies, philosophies are all part of the organizational culture of every organisation, and are absorbed from any member of the organization. One of the important methods for analyzing the actions of individuals in organizations is organizational behaviour. It is a compelling power that governs the work-life of an employee; the thread that holds together the whole company. Organizational success, on the other hand, includes participating in recurring exercises aimed at setting organizational targets, measuring progress against the objectives, and making changes to accomplish those goals more quickly and reliably (Omoregbe and Umemezia, 2017). It also means having the different parts of an organization work together to achieve great results which are measured in terms of the value being delivered (Hopkins, 2004).

An organization must establish an Organizational Behavior to maintain its position in the market. Organizational Behavior must be developed to provide support to an organization and bring continuous improvement. An organization's culture is extremely critical for an organization's success because it determines the engagement of workers and their longevity as well. If an organization's culture is versatile, it can provide workers with such a working atmosphere in which they can function freely and efficiently without having any pressure. Since it is important for organizational performance, every organisation needs employee involvement. If the workers correctly grasp the corporate actions such that their efficiency will change, the explanation being that the performance of the employee is the foundation of an organisation. Organizational results

and performance are extracted at all stages from the individual involved in the company. If each works according to the planned expectations, the efficiency of the organisation can be increased. For this cause, work success is treated as an incredibly significant parameter that converts into organizational results and accomplishment, making it the bedrock of any company (Salihu, Rayyan and Umar, 2016). Therefore, this also explains why a great deal of time and money has been spent in the conduct of research in this area (Omondi, 2014). In comparison, corporate results and performance are extracted at all stages from the individual involved in the organisation. If each person performs according to the expected standards, organizational efficiency will be increased, but if they do not perform as directed, it will delay the progress of the company according to the expected standards.

The unwritten customs, attitudes and values that define the "laws of the game" for decision-making, structure and control constitute organizational actions. It's focused on the organization's common history and principles combined with existing standards of leadership. In essence, the way we do business here and the strategies of corporate survival that promote assimilation and personal achievement are determined by culture (Dave and Urich, 2011). Employees do stuff in a positive corporate culture because they think it's the best thing to do and believe they'll be praised with their behaviour. If the leadership team, however, loses honesty or avoids diversity, strong communities will transform into cultures, cliques, castes, and insider clubs. It is possible to treat organizational behaviour as a set of distinguishing features of a single entity. Some contemporary Organizational Activity concepts are complex, based on imagination, invention and entrepreneurship. Therefore, at Flour Mill Nigeria Plc in Lagos State, this analysis would concentrate on the influence of organizational behaviour on employees' performance.

1.2 Statement of the Problem

Organizational Behaviour is a field of research that examines the effect on behaviour within an entity by persons, groups and structure. Organizational behaviour encompasses the central concepts of motivation, leadership and control, interpersonal engagement, group function and method, learning, mentality and interpretation, the process of transition, confrontation, task design and work stress. It covers three determinants of behaviour in organizations: people, classes, and structure (Robbins and Judge 2012). Organizational behaviour is generally agreed to play a key role in an organisation as it influences the performance of workers, which in turn represents the competitiveness of the company.

Furthermore, many weak interpersonal communication problems include excessive wage levels, unequal gender roles, racial abuse, inadequate ethical and moral education, employee dishonesty and workplace mistrust. Since workers are the largest and most important resource in a company incorporate and supplement other production factors. Greater demand for corporate culture has been generated by intensified competitiveness, globalization, partnerships and a major department of the workforce. Managing organizational behaviour is emerging in the 21st century as one of the main management problems.

Nevertheless, the efficiency and competitiveness of organisations are profoundly influenced by organizational behaviour, such as bad corporate governance and weak corporate culture are responsible for the challenges faced by good organizations in Nigeria. It has been seen in many cases that most workers of organisations have little understanding of their purpose, purpose, and strategic priorities. Many firms can have a bureaucratic atmosphere that does not support projects for creativity and risk-taking and does not provide direct contact between management and workers.

The gap here is that other researchers have researched Organizational culture, motivation, Training, etc. However, little or no research has been done on Organizational behaviour on employees' performance. Therefore, the research to determine the influence of Organizational behaviour on employees' performance at Flour Mill Nigeria Plc Lagos State, to provide solutions to the above problems.

1.3 Objectives of the Study.

The broad objective of the analysis is to analyze the effect on employee success at Flour Mill Nigeria Plc of Organizational Behavior.

The specific objectives are;

- i. To determine the relationship between training and development of employees competency.
- ii. To examine the relationship between reward and productivity within the organization.
- iii. To ascertain how recruitment can enhance the market share of the organization.

1.4 Research Questions

The following research questions was formulated for this study

- i. What is the relationship between training and development on employee's competency?
- ii. What is the extent of the relationship between reward and productivity within the organization?
- iii. How can recruitment enhance the market share of the organization?

1.5 Research Hypotheses

The hypothesis is tested to show how significant the research question and hypothesis are verified. The following hypothesis is formulated to guide this study;

H0: Training and development has no significant relationship on employee competency

H1: Training and development has a significant relationship on employee competency

H0: Reward has no significant increase in the productivity of the organization

H1: Reward has a significant increase in the productivity of the organization

H0: Recruitment cannot positively enhance the market share of the organization

H0: Recruitment can positively enhance the market share of the organization

1.6 Significance of the Study

This study will be helpful for future researchers in gaining secondary information and can serve as a literature review for potential references. It will also serve as a centrepiece idea to other students willing to pursue research in a similar field.

Secondly, this research will help the government in making some decisions about insurance organizations in the country like healthcare insurance, how much tax return insurance companies are expected to pay back to the government, some favourable decisions to the insurance companies about the working conditions and pay for their employees.

Thirdly, the analysis of this research study will provide important details about the culture of firms in the insurance industry. The details gained will provide firms in this sector with the

requisite knowledge that will enable them to identify culturally related strengths, leverage their company's overall strength as well as address the cultural weakness that hampers success.

Finally, the company under study, in particular, will be of immense benefit in that the management will be able to use the information produced after the research is complete to re-engineer and restructure the organization's culture to improve their employee job performance and by extension organizational performance. The management can also use some of the information to formulate a strategy for the organization. And, for the employees of the organization under study, this research will enable them to gain a better understanding of their role in shaping the organization's culture and how this influences their performance and by extension the overall performance of the organization.

1.7 Scope of the Study

This scope of this study is to ascertain the Influence of Organisational Behaviour on Employees' Performance. The population to be used is 200 employees from the Accounting department, Procuring department and Human Resource Management department in Flourmill Nigeria Plc. This study will find out how behaviour has a significant influence on employees' performance.

1.8 Limitation of the Study

The limitation of this study is Time constraints, financial constraints and Incompatible responses.

TIME CONSTRAINTS: Due to lack of time, users are taking from Flourmill Nigeria Plc in the collection of data using questionnaire and interview. The time is limited for such a big task to be done.

FINANCIAL CONSTRAINTS: In gathering data, there is going to be lots of payment which might not be enough for what has been budgeted for.

INSUFFICIENT DATA: Unavailability of data for the research to be sought out from.

COLLECTION OF QUESTIONNAIRES: The collection of the questionnaire are difficult because the researcher as to wait for the respondent to fill them up, has to go round to receive it and gather them around to see if complete and some respondent will not have the chance to give theirs to the researchers.

1.9 Definition of Terms

Organizational behavior(OB): Organizational behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. (iedunote.com/organizational-behavior)

Employee: Employee is one who is employed by another usually for wages or salary and in a position below the executive level. (www.merriam-webster.com/dictionary/employee)

Leadership: Leadership is the art of motivating a group of people to act toward achieving a common goal. (www.thebalancesmb.com/leadrship)

Performance: The performance of a given task is calculated against a known pre-set level of precision, completeness, expense, and time. In a contract, success is assumed to be the execution of a commitment in a way that relieves the performance of all communication obligations.

Training and Development: This involves improving the effectiveness of organizations and the individuals and teams within them. (en.wikipedia.org/wiki/Training_and_development)

Employee Competency: This can be described as an individual's ability to properly do a job. This is a collection of identified behaviours that provide a systematic guide for the recognition, appraisal and growth of individual staff behaviours.

Reward: This is something that is given in return for good or evil done or received or that is offered or given for some service or attainment. (www.merriam-webster.com/Dictionary/reward)

Productivity: Productivity describes various measures of the efficiency of production. Often, a productivity measure is expressed as the ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time. (en.wikipedia.com/wiki/Productivity)

Recruitment: Refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Depending on the size of an organization, recruitment is the responsibility of a range of workers. (www.smartrecruiters.com/home/recruitment).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this study, the researcher will be emphasizing on the conceptual framework which comprises the concept of organizational behaviour, the concept of employee job performance and forms of Organizational Behavior practices. The researcher will also state some theories related to the study and research on the empirical reviews which will enable the researcher to note out a research gap if found at the end of the study. Finally, a summary of the related literature will be stated.

2.2 Conceptual Framework

2.2.1 Organizational Behaviour

There are varying meanings of organizational behaviour, stemming from scholars interpreting the term from their diverse ideological perspectives and research contexts. Nonetheless, x-raying some of the concepts would be of paramount significance. To begin with, Sorge and Warner (1997) see organizational behaviour as the interdisciplinary body of expertise and field studies dealing with the evolution and shape of formal organizations, people's behaviour in

organizations, and outstanding characteristics of their meaning and environment, why all these things happen the way they do and what function they serve.

Organizational behaviour, Pugh (1971), is the study of organizations' composition, functioning and success and the actions of groups and people within them. Pugh concentrated his concept from the success point of view of both the company and the numerous persons and organizations within the organization. Organizational behaviour is viewed as the study of the social structure of individuals in organizations, according to Wilson and Rosenfeld (1990). It is concerned primarily with the incorporation of core fields such as psychology and sociology in organizations. It also looks at how the fabrics of hierarchical society are interwoven by social mechanisms and how they are expressed in organizational life. For Wilson and Rosenfeld, the definition derives its point of view from the relational structure of the organization's citizens and this arrangement is expressed in the visible life of the organization's people. Finally, the concept of Cole (1995), which sees organizational behaviour as the systematic study of the behaviour of persons and groups in the workplace, including an overview of the existence of groups, the mechanisms of growth between and within the group, and the mechanism of change adoption, would be discussed.

Organizational behaviour is conceptualized within the company as common principles and ideals that tend to form employees' behaviour habits (Salihu, Rayyan and Umar, 2016). He also describes corporate culture as the push that respects the organizational members' actions and achievements and offers a comprehensive view of what and how to do, how priorities are interrelated, and how each employee will accomplish goals. In multiple experiments for different measures, organizational behaviour is defined literally by several scholars. Culture is critical to understanding every community or party, according to Nongo (2012). Individuals are brought

into communities through the mechanism of socialization. Groups have the power to shape, control and evaluate the perspectives, opinions, outputs, beliefs and behaviours of community members.

Organizational activity is either a catalyst for change for an enterprise or a definite deterrent to it; thus, managers are constantly challenged to change the atmosphere of an organisation to encourage new ways of doing work. Organizational activity plays four tasks, according to Salihu, Rayyan and Umar (2016),: gives participants a sense of belonging, enhances their dedication, re-enforces organizational importance, and acts as a behaviour shaping control mechanism. It is important to remember that through what they pay attention to how they act, how they distribute incentives and how they recruit and fire people, leaders form and perpetuate the culture.

It is quite illuminating from the various meanings and contributions of scholars on the concept of organizational behaviour that they all put too much focus on the behaviour of workers in the organisation, how they go about achieving the organization's goals that are expressed in their outcomes, the structural organization of people and the management.

2.2.2 Employee Performance

Employee performance is a very critical factor in every organization. It is the basis of the success of an organization which, in all aspects, is dependent on individual employee performance. In other words, if an individual performs according to the planned expectations, the efficiency of the company will be increased and enhanced (Chegini 2010). Therefore, it is rational that work success is an incredibly significant parameter that applies to operational results and accomplishment. Management must do an in-depth study of its workers, given the value of

employee work success, to figure out the influencing factors that would improve high job performance for employees.

Armstrong (2006) describes employee efficiency as an employee's ability to perform the roles and responsibilities delegated to him or her within the company efficiently and effectively. Besides, Armstrong claims that employee success is not only a matter of what is done by a group of workers (teams) or an individual employee in terms of the expectations and objectives set but rather if the employees or an individual employee are eager and empowered to fulfil and support the organization's values. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps.

However certain variables used to calculate the output of a particular job differs from one area of employment to another. In the healthcare sector, for example, these variables provide the correlation between work experiences, career pressures and psychological well-being (Burke, 1990, 1996). Work success can be assessed by two categories in the testing sector, which are personal and environmental. Three key determinants of work success were developed by Campbell (1990), which he defined as declarative awareness, procedural knowledge and ability and motivation. He observed that the essence of every job success is these three since one should have full knowledge of the mission at hand. They must have the requisite skills to carry out the task and should have a full understanding of how to do it and, eventually, have the level of determination to carry out the task with optimum commitment and effort.

These factors are productivity, teamwork and decision-making. Employee productivity is measured by how much of something an employee has produced. This is quantified by incorporating indicators on evaluations that focus on capturing measurable data. Productivity-related indicators may examine the number of projects that an employee has versus what the production outcomes are (DeWitt, 2010). In the case of an insurance company, we are looking at how many clients the sales team has brought in, and how many policies they have sold.

DeWitt (2010) goes on to affirm that decision-making as an indicator of performance shows how well an employee can judge a given work situation and respond to it. Macleod and Brady (2008) on the other hand, refer to the concept as the ability of the employee to manage his time and allocate resources effectively. How to gauge this will differ from one organization to another.

Robertson, Birch and Cooper (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities. Again, using our case study as an example, the underwriters must use this skill to evaluate the eligibility of a customer to buy a policy, and anticipate the return on investment, and so on.

Whichever kind of organization, whether a manufacturing or service industry, an organization will require its employees to be timely (Macleod and Brady 2008). This is examined by an employee's efficiency scores based on what the expected timeliness outcomes were. Macleod and Brady (2008) admit that if the objective of an employee is to complete a project in two months, but it takes those four months to complete it, this will serve as an indication to their supervisor that something went wrong. Employees in an insurance company which, in essence, is a service industry, will have to be timely in delivering their reports, getting back to clients and keeping

them informed of the new products. Otherwise, the company runs a risk of losing to its competitors.

In a work scenario, employees share information with their coworkers, customers and the employer. This is made possible using reports, email, phone conversations and face-to-face discussions. The better employees can communicate, the more efficiently they can do their job and the better decisions everyone around them can make. All the employees need this skill, but especially those who are in direct contact with customers, at the customer service desk, for instance. (Macey, Schneider, Barbera and Young 2009).

According to Robertson, Birch and Cooper (2012), job skills include all abilities and skills that the employee needs to successfully work at his current position. Different jobs require different skills specific to them. For example, an IT person will require knowledge of computer software to be able to do his/her work, the same to accounting, sales, customer care, graphic design and so on. Again, this will be needed in an insurance firm because, like all other organizations, it is made up of different departments.

Another aspect that can be observed as a measurement of employees' job performance is their consistency. According to Runny (2007), employees' consistency can be gauged by looking at how they demonstrate their ethical business practices, like not stealing the employer 's time, and if they are working in the accounts department, how trustworthy they are. Consistency on the side of employees is certainly a positive trait. Here we are looking at how consistent they are with their values, how much innovation, planning and organizational skills an employee displays plus how much initiative an employee has toward meeting required goals. Once all these are consistent, an employee is rated to be a high performer. Consistency indicators, affirms Runny

(2007), help supervisors determine the level of an employee's integrity and credibility. To apply this to our case study, this is an insurance company where customers are investing their money with the company. Therefore, there should be a high standard of ethical practices among the employees as they deal with customers.

Teamwork is usually considered as an important factor especially in the workplace. Job performance in terms of teamwork can be gauged on how successfully an employee works with others to achieve desired results (Macleod and Brandy, 2008). This ability, assert Blois, Cook and HunSaker (2007) can be easily assessed on how an employee communicates with his/her coworkers; this can be seen on how one expresses their ideas and information appropriately and with efficiency. A good employee demonstrates great ability in teamwork during scenarios of conflict resolution. Robertson, Birch and Cooper (2012) concur by saying that, if an employee has what it takes, they should be able to express different points of view in a non-threatening way, knowing when it is appropriate to compromise and when it is important to take a stand. As a committed team member, an employee should maintain a high level of character and a professional attitude with an ability to conform and promote the company's standards of conduct. Lastly, they should be people who are self-motivated and strive to learn to improve and take on responsibilities (Robertson, Birch and Cooper, 2012).

In this section we have noted that the basis of the success of an organization is in all aspects dependent on individual employee job performance hence the reason why organizations spend a considerable amount of time in finding out some of the determinant factors that will increase high employee job performance; one of these factors is organizational culture. This study measured the level of employee job performance by considering performance indicators like the employee's level of communication skills, teamwork, productivity and timeliness. Some of the

aspects of interest were to examine if the employees perform their work to the expected standards, how the organization examines the number of projects that the employee has against what the production outcome is. This study was also interested in how timely employees are with their duties and how well they can manage their time and allocate the resources provided.

For those who deal with customers directly particularly at the customer care desk, this study sought to find out how well they served the customers. The level of employee's integrity and credibility among other ethical practices were also of interest to the study. The next section explores Organizational Behavior and how this impact on employee job performance.

2.2.3 Training and Development

Complementary aspects of the same phase are preparation and growth. Rather than sequential and bureaucratic, they are interlinked and interdependent. For the personnel, the organisation and their effectiveness, preparation and growth are very important (Devi & Shaik, 2012). There may be parallel or compatible workers recruitment and development, but the two do not usually have direct ties to each other (Comma, 2008). Training and growth practices are major elements of an organization's human resource management function. Training and development are targeted at developing the talents and abilities of workers that are needed for both personal and organizational growth. New hires, depending on their level of expertise, will require some preparation and development. To constantly update their skills, current workers will require training and advancement. Education allows people to do their jobs more effectively. Development is the process of preparing employees to take on more responsibilities in the future by acquiring better knowledge and skills and gaining more experience in a particular area. Developing staff often involves training. It is interesting to note that many employees expect

their organization to provide them with opportunities to grow and learn and ultimately improve their employability.

2.2.3.1 DIMENSIONS OF TRAINING & DEVELOPMENT

There are various types of training that an organization may adapt depending on the main objectives of training and these are outlined below:

1. On – the - Job Methods

This refers to the methods of training in which a person learns a job by doing or performing it. An individual works on a job and concurrently learns and gains skills. The business would not need to plan extra preparation other than to appoint an experienced employee to teach an experienced employee. It may not be the most powerful approach or the most effective one. No transition of learning is required if the training takes place on the job (Mtulo, 2014).

- **Understudy:** In this, his or her boss teaches the employee. The trainee is aligned with his or her senior and named an assistant or understudy. A potential manager, for instance, might spend a few months as the current manager's assistant.
- **Job Rotation:** This applies to a person shifting/moving from one job to another at frequent intervals. Therefore, this is where several successive positions are offered to the trainee to obtain experience in a wide range of activities, for example, a graduate management trainee can spend periods in several different departments).
- **Special projects:** Trainees can request to work on special projects linked to departmental priorities. Via this, the trainees can develop an understanding of the job given and learn how to communicate with others as well. In this, workers join a project team that

introduces them to different areas of the company and encourages them to take part in new events. "The most popular multi-disciplinary" project teams.

- **Experience:** This extends to learning while doing activities. This is one of the earliest approaches to on-the-job preparation. While this is a very powerful strategy, it is very time consuming and inefficient as well. It can therefore be accompanied by other types of preparation.
- **Assignment to a group:** Through this, the trainees became members of a committee. To discuss and make proposals, the committee is given a question.
- **Coaching:** Is it a method of instruction or preparation in which an individual seeks help while practising to attain a particular personal or professional outcome or objective? The person being coached may be referred to as the pupil, the mentee or trainees, or the person coaching them can be an intern or apprenticeship.

In this, the supervisor or superior serves as the trainee's guidance and tutor. This includes a thorough demonstration and continuing critical appraisal and correction. This is a more rigorous teaching approach that requires a close working partnership between the trainee and an experienced employee.

2. Off – the - Job Methods

Such approaches enable trainees to abandon their job and spend their whole time on the priorities of training. Due to shortcomings of on-the-job training methods such as facilities and climate, lack of group discussion and complete participation among trainees from various disciplines, etc., job training methods have become common these days. It is challenging choices to decide who will practice as the teacher and what techniques will be used.

The teacher should have experience of such concepts of learning as feedback, learning transition, whole and partial learning, and inspiration. For learning to happen, feedback is important, people learn quicker when they get direct feedback on their results. The creation of trainees is the main mission, all are secondary in the off-the-job techniques. The major off-the-job teaching strategies are as follows:

- **Special Courses and Lectures:** These are the most traditional and even famous methods of developing personnel. Special courses and lectures are either designed by the company itself or by the management/professional schools. To attend these workshops or seminars, businesses then fund their trainees. This is the fastest and easiest ways to provide a wide number of trainees with expertise. Hence, these are the easiest and quickest methods to provide a wide number of trainees with information. This approach is well adapted to convey specific information, rules, procedures and methods, this method is very useful where the information needs to be shared among many trainees. In this method cost per trainee is low.
- **Conferences and Seminars:** In this, the participants are expected to pool their opinions, thoughts, points of view, ideas, and suggestions. Trainees attempt to look at an issue from various angles when holding workshops and lectures when the participants are usually from diverse disciplines and industries.
- **Selected Reading:** This is a teaching method for self-improvement. By reading numerous trade papers and magazines, individuals gain information and understanding. The bulk of businesses have libraries of their own. To keep up with the new trends in their respective sectors, the workers become members of technical societies.

- **Brainstorming:** This is a method for creativity-training, which encourages individuals to approach challenges in a new and different manner. The trainees are given the chance to produce thoughts freely and without any fear of assumptions in this methodology. To minimize inhibiting powers, a critique of any principle is not permitted. They are assessed for their cost and viability until a lot of ideas are produced.
- **Programmed Instruction/Learning:** This is a step-by-step self-learning approach where a textbook, computer or the internet can be the medium. This is a structured methodology for teaching job skills that include posing questions or information, enabling the subject to answer and providing the learner direct input on the quality of his or her responses.

2.2.4 Employee Competence

The word "competence" first appeared as a definition for success motivation in an essay authored by White in 1959. Later, in 1970, in "Planning the Executive Growth Program," Craig C. Lundberg described the term. In 1973, when David McClelland wrote a landmark paper titled, "Checking for Competence Rather than Intelligence, the word gained momentum." Competencies are the expertise, talents, abilities and habits (KSABs) that are measurable or visible and are essential to good job results. An individual can do a job properly. Competency can also be a list of identified behaviours that offer a systematic guide for the detection, appraisal and growth of individual employee behaviours.

The synthesis of tangible and measurable expertise, knowledge, capabilities and personal qualities contributes to increased employee performance and eventually leads to organizational growth. It is necessary to identify the different components of competencies to explain competencies, which include:

- **Knowledge:** This is the understanding of reality, truths and beliefs learned by intensive schooling and practice. For individual and corporate performance, the application and sharing of one's knowledge base are important.
- **Skills:** A talent is a proven ability or dexterity in mental operations or physical processes that is mostly learned by advanced training; good performance comes from the application of these skills.
- **Ability:** This is the strength or ability to conduct physical or mental tasks often associated with a certain occupation or trade, including computer engineering, plumbing, and calculus.
- **Individual attributes:** These are people's assets, features or characteristics that represent one's special personal make-up. Specific characteristics are viewed from one's cumulative life experiences whether genetically developed or gained. While the most intangible of the elements are personal characteristics, an increasingly valuable body of research ties particular personality attributes to good individual and organizational efficiency.
- **Individual Recognition and Rewards:** A solid base for human success commitment is to personally identify and reward all of these sources of knowledge. It is their combination, though that leads to the unleashing of opportunities that are far too often untapped.

Competencies provide organisations with a means of identifying what employees need to achieve in behavioural terms to achieve the outcomes that the organization needs in a manner that is following its community. It helps workers to realize what they need to be effective through getting expertise identified in the organisation. Competencies allow organisations to determine when clearly described, the degree to which such employee behaviours are present and where

they may be missing. For expertise lacking by workers, they should learn. This would encourage organizations to hopefully identify what tools they will need to help the worker improve and acquire those skills.

2.2.5 Recruitment

Recruitment is the process of finding suitable job applicants using advertisements, employment agencies and word of mouth. When an organization decides to recruit staff, it may choose internal or external recruitment methods.

- **Internal recruitment**

Internal recruitment (from within the organization) involves considering present employees as applicants for available positions. This often occurs when a person is promoted, and it provides a strong motivation for current employees. Internal searches are effective only if the organization is substantial in size. An internal search for a candidate allows an organization to use its own employees' skills. It has the advantage of being low in cost and enables the organization to select a replacement that is familiar with its operation. Some organizations use employee referral schemes. Potential candidates are identified and recommended by existing employees. If a referral is successful, the employee will receive a referral bonus for helping the organization find the right person for the job.

- **External recruitment**

A suitable applicant for a position may be found from outside the organization (external recruitment). A business will use external recruitment methods when it wants to bring in people with new or different ideas and attitudes. The recruitment method chosen will depend on the size

of the organization, the type of position available and the nature of the labour force in the organization's particular area.

2.3 Theoretical Framework

2.3.1 Contingency Theory

The theory of contingency is an approach to the study of organizational actions in which examples are offered as to how contingent variables such as technology, culture and the external environment impact organizational nature and work. The premise behind the principle of contingency is that all entities are not equally applicable to any particular form of organizational structure. Instead, organizational success depends on a mix or match with the type of technology, the instability of the setting, the organization's scale, the organizational structure's characteristics and its information system. From the sociological functionalist theories of organizational structure, such as the systemic approaches to organizational studies by Reid and Smith (2000), Chenhall (2003) and Woods (2009), contingency theories have been developed. These studies postulated that organizational structure was contingent on contextual factors such as technology, dimensions of the task environment and organizational size.

2.3.1.1 Alternative approaches in contingency theory

As previously suggested, contingency theory studies postulate that the effects of a fit or match between two or more variables are organizational performance. In three methods, Van de Ven and Drazin (1985) described the notion of fit as range, interaction and approaches to systems.

First, in the selection method, the understanding of fit was that it must conform to the characteristics of its operational background if an organization wishes to succeed or be successful. Organizational architecture is in this opinion, caused by organizational meaning. This

methodology was followed by most of the early contingency analysis studies to explore relations between organizational context and architecture but did not assess organizational efficiency. Both mission and technology have been described in two dimensions using this approach (Dewar and Hage, 1978). Other scholars also studied technology as a dependent factor, such as Freeman (1973). These scientists find that there was a close connection in the organisation between different characteristics of technology and structure (Marsh and Manari, 1981). Ses research did not, however, offer data as to whether particular types of systems were successful under different tasks or technical circumstances.

Second, the fit is defined as an association result of the framework of the company and the success environment (Khandwalla, 1977; Van de Ven and Ferry, 1980). For instance, Khandwalla (1977) found that the similarities between technology, systemic aspects of vertical integration, delegation, authority, and complexity of control systems were more important for effective companies than for unsuccessful companies. In these analyses, however, the variations in the association between meaning and architecture were not important in high and low-performing organizations. Also, these experiments did not illustrate whether the interactions between context and design were successful.

Third, the device approach is another approach in the literature of contingency theory concerning the suit. According to the approach to structures, organizational architecture can only be grasped by concurrently analyzing the contingencies, systemic solutions and success requirements that occur in an organisation. Another view of fit in the approach to structures remains. It is referred to as equifinality (Van de Ven and Drazin, 1985), which argues that the range, interaction and pattern methods do not match in the best way. There may be several and similarly efficient alternatives. Van de Ven and Drazin (1985) proposed that it was important to design contingency

studies. Therefore a comparative comparison of different types of fit is possible and it is important to take into account the configuration of organizational sub-divisions.

2.3.2 Human Relations Theory

Professor Elton Mayo introduced this hypothesis intending to demonstrate the value of workers for productivity, but not computers (Perry, 2017). It was also produced to resolve the topic that Taylors' 'scientific management philosophy' faced. The philosophy of human relations stresses the worker as a human being and to be regarded as a human being. Being a computer, but not (Chand, 2017).

2.3.2.1 Features of Human Relations Theory

The features of Human Relations theory are the individual employee, informal organizations, and participative management. Individual employees refer to the recognition and appreciation of individual employees within the workplace. Employees are considered as the main assets of the organization in terms of their skills. The philosophy of human relations thus means that individual workers should be valued and treated well and that would be related to the organization's high productivity.

Informal organisations are another part of the theory of human relations that reflects on "informal social dimensions of workers whose overarching necessity is seen as a desire to participate, to be embraced by their work community" (Chand, 2017). Informal organizations are another aspect of the theory of human relations. This suggests that the manager should facilitate the formation of groups as a complement to reinforce the formal organisation, as well as create a

contact channel with employees with their party, formal and informal, and then adopt a relationship-oriented rather than a task-oriented leadership style (Banerjee, 2012).

Participative management is the last aspect of the philosophy of human relations, implying that individual workers are involved in the decision-making process. In the theory of human relations, the engagement of individual workers by their community and informal leader is the most significant factor that creates a successful decision through which employees are conscious of what the decision could impact them (Chand, 2017). Therefore to foster the notion that workers are people and that they should be regarded as a human being, Mayo developed 'Human Relations Philosophy' and also promoted working as a collective.

2.4 Empirical Review

The association between organizational behaviour and efficiency has been studied by several scholars. Studies have found that the association has not been stable over time between certain cultural traits and the success of workers (Denison, 2015).

The relationship between organizational behaviour and success was studied by Lunenburg (2011) and claimed that organizational behaviour is the collection of common principles, opinions, and standards that impact how workers think, feel and act in the workplace. The culture of an organisation will influence organizational performance. And the author followed the generalized definition of perfection from Peters and Waterman. Several traits that characterize exemplary organisations were identified: a bias for action; close to the client; individuality and entrepreneurship; competitiveness by individuals; hands-on, value-driven effort; keeping to the knitting; basic shape, slim staff; and loose-tight assets at the same time. And, as an approach to excellence, the author followed Theory Z, which Ouchi developed. And the attributes of Theory

Z that apply to schools include the following: optimism, subtlety, and intimacy; mutual power and decision-making; skills training; self-interest motivation; equal reward system; and quality education. And the following recommendations were recommended by the researcher. First, understanding an organisation's background helps workers to understand both the past of the organization and current working practices. Second, Organizational Actions will encourage adherence to the ideology and ideals of the organization. Third, by its principles, corporate culture acts as a method of influence to steer attitudes into desirable behaviours and away from unwanted behaviours. Finally, it is important to specifically link some forms of corporate cultures to greater performance and competitiveness than others (Lunenburg, 2011).

The Organizational Behaviour and Efficiency: Suggesting and Evaluating a Model of how the atmosphere of an organisation influences organizational performance was studied by Marcoulides and Heck (1993). And to present the use of the technique of LISREL modelling to approximate and validate this model. And three interrelated aspects were hypothesized: a socio-cultural system of the presumed functioning of the policies and activities of the organisation, and interpersonal value system, and the common values of the people employed inside the company. The investigator-assessed organizational behaviour by multiple latent variables: organizational structure and intent, organizational principles, organisation of activities, environment, and values and beliefs of individuals.

Ojo (2008) has explored different definitions of organizational behaviour and attempts to assess the relevance in the market sense of the relationship between organizational behaviour and corporate efficiency. The research followed the style of survey studies. The researcher selected the population of his sample as Nigerian workers in the commercial banking industry. The

researchers' results found that interpersonal activity plays a critical role in the overall success of an organisation.

Aluko (2013) analyzed the substantially positive relationship between organizational actions and the success of workers and concluded that due to poor culture, an organisation and its employees did not function and operate very well together. The poor culture of the company can trigger a lack of participation, continuity, adaptability, and purpose.

2.5 Summary of Gap in the literature

More research remains to be done in the area of organizational culture, especially for Nigerian based organizations. This study has empirically illustrated the influence of organizational behaviour through its dimensions on employee performance. Several research gaps exist in the study. First, the study population only included the employees at Flour Mill Nigeria Plc., which may not represent the culture and views of employees in other organizations. Thus, there is a need for more research, at the industry and national level. Not all part of behaviour is relevant to any given issue that the organization is facing. For example, a division that in an organization that is facing challenges in improving employee performance might not necessarily need to study the culture but also check the facets that are tangible and not the values, believes, norms and practice. The employee might be poorly job placed or lacks the skills anyway.

In any behavioural assessment, the process should also be sensitive to the presence of subcultures and be prepared to do separate assessments of them to determine their relevance to what the organization is trying to do (Schein, 2004). This study did not include assessment of subculture and the social behaviour that might be influencing on performance. Organizational behaviour in an organization cannot in its self be a problem. Organizational behaviour is an

intangible asset initial focus should be on where performance needs to be improved. Organizational behaviour research is a relatively new area in Nigerian based organizations. There is a need for organizational leaders, managers and other members to appreciate the role of culture and come up with the right behaviour for their organizations.

There is room for more research on how organisational behaviour affects or influences other areas of the organisation, for example, employee commitment, employee retention among other human resource aspects of the organisation

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and procedures that were followed in conducting the research. It describes the research design, area of the study, population for the study, sample technique, sources of data, and validation of the instrument, reliability of the instrument, method of data collection and methods of data analysis. The method adopted by this study specifically

surveyed research using a questionnaire. This study adopted the mixed method approach utilizing both qualitative and quantitative methods. A qualitative approach was used to supplement and strengthen the quantitative aspects and provide an opportunity for the researcher to observe the Influence of Organizational Behavior on employee's performance.

3.2 Research Design

For this study, the survey research method there is descriptive and has the basic characteristics which involve the collection of data to facilitate the answer of research questions through which the test of the hypothesis was adopted, this method was considered appropriate because it helped us to describe, examine, analyze and interpret the variables in the study.

3.3 Study Population

The population of this study consists of 200 employees from the Accounting department, Procurement Department and Human Resource Management department of Flour Mill Nigeria PLC.

3.4 Area of Study

The targeted area of the study is the Influence of Organizational Behavior on employee performance at Flour Mill, Apapa Lagos, Nigeria Plc.

3.5 Sample Size

Taro Yamane was used for determining the sample size. The mathematical formula is stated below:

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

Where,

N= Total Population

n= Number of sample size

1= Fixed numerical factor

e= Level significant of error assumed 0.05

Computing with the above formula,

N= 200

n=?

e= 0.05

$n = 200 / 1 + 200(0.05)^2$

$n = 200 / 1 + 200(0.0025)$

$n = 200 / 1 + 0.5$

$n = 200 / 1.5$

n= 133

3.6 Sampling Technique

The study involved multi-stage sampling techniques.

Stage 1: There was a purposive selection of Flour Mill Nigeria plc due to the following reasons.

- (a) Employees performance has been declining recently.

(b) The profit ratio was declining as well.

Stage 2: There were stratified sampling techniques involving the division of the employees into various departments namely; Account, Administration, Production, Human Resource Management, Quality Control, Sales and Marketing, Audit, etc.

Stage 3: From Each department above, there was random selection of samples through a balloting method.

3.7 Sources of Data

This study will depend on primary data (field survey) and secondary data (desk survey). The primary data will be collected through a semi-structured questionnaire which will be run on a drop and pick basis. The questionnaire will consist of open-ended and closed questions. It will consist of two parts; Section A covering the general information about the respondents. Section B to C will pursue the research objective which was to discover our organizational behaviour and employees' performance. Secondary data was gathered from various sources namely, conferences papers, textbooks and journals articles.

3.8 Method of Data Collection

A self-administered questionnaire was used in gathering the data. This is a useful method for the collection of primary data and has the advantage of being a low-cost option and allows respondents to think about questions (Cooper and Schindler, 2006). The questionnaire was developed by the researcher based on the research objective and it was divided into three parts. Part one consisted of general information relating to the respondent; part two consisted of the

Dependent variable and part three on the Independent variable of Influence of Organizational Behavior on employee performance.

3.9 Instrument of Data Collection

In this study, we employed the 5-Likert scale questionnaire in the Influence of Organizational Behavior on employees' performance to gather the information needed for this study.

3.10 Method of Data Analysis

The data collected was processed, analyzed, interpreted and presented in such a manner that it will be clear, precise and unambiguous. The researchers used content analysis which will examine the intensity with which certain words have been used. In content analysis, a classification system is developed to record information. In interpreting the result, the frequency in which the idea appears was interpreted as a measure of importance or emphasis. The results are descriptive but will also indicate the trends or issues of interest. Pragmatic content analysis will be used as it emphasizes why something is said and to understand people's perception and beliefs. The summarized data was further visually presented in frequency tables, histograms, bar charts, pie charts and polygons.

3.11 Validity and Reliability

The questionnaire was designed with the research objectives, the hypothesis and research question under study in mind. A draft of the questionnaire was submitted to my supervisor who after accessing the questionnaire validated it.

In reliability, the questionnaire was the major instrument used in the study. It was designed with the research question and objectives in mind. The questionnaire was distributed to the respondents with explanations to ensure they understand the questions.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

In this chapter, the researcher intends to present, analyze and interpret data gathered in the course of this research. The researcher observed the respondent's answer and tried to organize it for analysis.

4.2 Presentation of Data

The researcher administered 133 copies of the questionnaire of which 120 of the copies were returned, therefore the copies were found useful. Data collected are presented in tables showing the comparison of various results to give effect to the hypothesis being tested using the correlation method.

4.3 Analysis of Data

Descriptive statistics were used to summarize the demographic information and the research question in this study while the hypothesis was tested using correlation analysis

4.3.1 Analysis on the Biodata of the Respondent

Table 4.2.1: Respondents Sex Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	70	58.3	58.3	58.3
Female	50	41.7	41.7	100.0
Total	120	100.0	100.0	

The table above shows that 70 (58.3%) of the respondents are males while 50 (41.7%) of them are females. The result showed that males are the major respondents

Table 4.2.2: Respondents Marital Status Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid married	40	33.3	33.3	33.3
single	30	25.0	25.0	58.3
divorced	20	16.7	16.7	75.0
widow	15	12.5	12.5	87.5
widower	5	4.2	4.2	91.7
separated	10	8.3	8.3	100.0
Total	120	100.0	100.0	

From the table, 40 (33.3%) of the respondents are married, 30 (25.0%) of them are single, 20 (16.7%) of them are divorced, 15 (12.5%) of them are widows, 5(4.2%) of them are widowers, 10 (8.3%) of them are separated. From the majority of the result of the respondents are married.

Table 4.2.3 Respondents Age Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30 years	25	20.8	20.8	20.8
31-40 years	45	37.5	37.5	58.3
41-50 years	15	12.5	12.5	70.8
51-above	35	29.2	29.2	100.0
Total	120	100.0	100.0	

From the table, 25 (20.8%) of the respondents are in between the age of 21-30 years, 45 (37.5%) of the respondents are in between the age of 31-40 years, 15 (12.5%) of them are in between the

age of 41-50 years, 35 (29.2%) are 51 and above. The results showed that the majority of the respondents are between the age of 31-40 years.

Table 4.2.4: Respondents Academic Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid FLSC	8	6.7	6.7	6.7
WAEC	10	8.3	8.3	15.0
ND/NCE	13	10.8	10.8	25.8
BA/BS.c/HND	52	43.3	43.3	69.2
M.Sc/MA/MBA/MED	31	25.8	25.8	95.0
PhD	6	5.0	5.0	100.0
Total	120	100.0	100.0	

The table shows that 8 (6.7%) of the respondents are with FLSC, 10 (8.3%) of them are with WAEC, 13 (10.8%) of them are with ND/NCE, 52 (43.3%) of them are with BA/B.Sc. / HND, 31 (21.8%) are with M.Sc. /MA/MBA/MED, while 6 (5.0%) are with PhD. From the results, major of the respondents are with BA/B.Sc. /HND.

Table 4.2.5: how long have you worked in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 10 years	32	26.7	26.7	26.7
11-20 years	68	56.7	56.7	83.3
21-30 years	14	11.7	11.7	95.0
31-40 years	6	5.0	5.0	100.0
Total	120	100.0	100.0	

From the table, 32 (26.7%) of the respondents have worked in the organization for less than 10 years, 68 (56.7%) of them have worked for 11-20 years, 14(11.7%) of them have worked for 21-

30 years, 6 (5.0%) of them have worked for 31-40 years. From the result, the majority of the respondents have worked for 11-20 years.

Table 4.2.6: staff category staff category

	Frequency	Percent	Valid Percent	Cumulative Percent
junior staff	31	25.8	25.8	25.8
supervisors	28	23.3	23.3	49.2
Valid senior staff	55	45.8	45.8	95.0
managers	6	5.0	5.0	100.0
Total	120	100.0	100.0	

From the table, 31 (25.8%) of the respondents are the junior staff, 28 (23.3%) of them are supervisors, 55 (45.8%) of them are senior staff, while 6 (5.0%) of them are managers. From the result, most of the employees are the senior staff.

Table 4.2.7: training and development aids the employee in the acquisition of organizational culture

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agreed	66	55.0	55.0	55.0
agreed	22	18.3	18.3	73.3
Valid undecided	6	5.0	5.0	78.3
disagree	11	9.2	9.2	87.5
strongly disagree	15	12.5	12.5	100.0
Total	120	100.0	100.0	

From the table, 66 (55.0%) of the respondents strongly agreed that training and development aid the employees in the acquisition of organizational culture, 22 (18.3%) of them agreed, 6 (5.0%) of them were undecided, 11 (9.2%) of them disagreed, 15 (12.5%) of them strongly disagreed.

The results showed that majority of the respondents strongly agreed that training and development aid the employees in the acquisition of organizational culture.

Table 4.2.8: the organization considers training as a part of organizational procedure

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agreed	29	24.2	24.2	24.2
Agree	48	40.0	40.0	64.2
undecided	8	6.7	6.7	70.8
disagreed	20	16.7	16.7	87.5
strongly disagreed	15	12.5	12.5	100.0
Total	120	100.0	100.0	

The table shows that 29 (24.2%) of the respondents strongly agreed that the organization considers training as a part of the organizational procedure, 48 (40.0%) of them agreed, 8 (6.7%) of them are undecided, 20 (16.7%) of them disagreed, 15 (12.5%) of them strongly disagreed. From the results, most of the respondents agreed that the organization considers training as a part of the organizational procedure.

Table 4.2.9: training and development helps their employees to build up their skills

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agreed	50	41.7	41.7	41.7
Agreed	19	15.8	15.8	57.5
Undecided	15	12.5	12.5	70.0
Disagreed	21	17.5	17.5	87.5
strongly disagreed	15	12.5	12.5	100.0
Total	120	100.0	100.0	

The table shows that 50 (41.7%) of the respondents strongly agreed that training and development help their employees to build up their skills, 19 (15.8%) of them agreed, 15 (12.5%) are undecided, 21 (17.5%) of them disagreed while 15 (12.5%) strongly disagreed. From the results, most of the respondents strongly agreed that training and development help their employees to build up their skills.

Table 4.2.10: Training programs help to increase the employee’s competence in the organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	30	25.0	25.0	25.0
Agree	40	33.3	33.3	58.3
Undecided	10	8.3	8.3	66.7
Disagree	25	20.8	20.8	87.5
strongly disagree	15	12.5	12.5	100.0
Total	120	100.0	100.0	

The data presented in the table above indicate that 30 (25.0%) respondents strongly agree, 40 (33.3%) respondents agree, 10 (8.3%) respondents were undecided; 25 (20.8%) respondents disagree, while 15 (12.5%) respondents strongly disagree. This results that a significant proportion of the respondents expressed the view that the Training programs help to increase the employee’s competence in the organization.

Table 4.2.11: Reward scheme enhances employee’s productivity in my organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	20	16.7	16.7	16.7
Agree	49	40.8	40.8	57.5
Undecided	14	11.7	11.7	69.2
Disagree	22	18.3	18.3	87.5
strongly disagree	15	12.5	12.5	100.0
Total	120	100.0	100.0	

The table above shows the result of the respondents 20 (16.7%) respondents strongly agree, 49 (40.8%) of the respondents agree, 14 (11.7%) of the respondents undecided while 22(18.3%) of the respondent disagree, whereas 15 (12.5%) of the respondents strongly disagree. From the result, the majority of the respondents agree. Therefore, the reward scheme enhances employee’s productivity in my organization.

Table 4.2.12: All the employees are eligible for the reward as per the organizational policy?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	50	41.7	41.7	41.7
Agree	25	20.8	20.8	62.5
undecided	6	5.0	5.0	67.5
disagree	25	20.8	20.8	88.3
strongly disagree	14	11.7	11.7	100.0
Total	120	100.0	100.0	

From the result of the table above, it can be ascertained that 50 (41.7%) affirmed strongly agree, 25 (20.8%) of the respondents affirmed agree, 6 (5.0%) affirmed undecided 25(20.8%) of the respondents affirmed disagree, whereas 14 (11.7%) of the respondents affirmed strongly disagree. From the result, the majority of the respondents affirmed strongly agree. Hence we conclude that all the employees are eligible for the reward as per the organizational policy.

Table 4.2.13: The reward scheme stands as a motivational tool to employees in my organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	23	19.2	19.2	19.2
Agree	47	39.2	39.2	58.3
Undecided	12	10.0	10.0	68.3
Disagree	29	24.2	24.2	92.5
strongly disagree	9	7.5	7.5	100.0
Total	120	100.0	100.0	

Table 4.2.13 which is a descriptive table of values showing the respondents opinion the reward scheme stands as a motivational tool to employees in my organization, it can be ascertained that 23 (19.2%) affirmed strongly agree, 47 (39.2%) of the respondents affirmed agree, 12 (10.0%) affirmed undecided 29(24.2%) of the respondents affirmed disagree, whereas 9(7.5%) of the respondents affirmed strongly disagree. From the result, the majority of the respondents affirmed agree; hence we conclude that the reward scheme stands as a motivational tool to employees in my organization.

Table 4.2.14: Employees opinion are considered while reviewing reward programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	45	37.5	37.5	37.5

Agree	30	25.0	25.0	62.5
Undecided	10	8.3	8.3	70.8
Disagree	20	16.7	16.7	87.5
strongly disagree	15	12.5	12.5	100.0
Total	120	100.0	100.0	

The table above indicates that 45 (37.5%) respondents strongly agree, 30 (25.0%) respondents agree, 10 (8.3%) respondents were undecided; 20 (16.7%) respondents disagree, while 15 (12.5%) respondents strongly disagree. This shows that a majority of the respondent strongly agree that employees opinion are considered while reviewing reward programs

Table 4.2.15: The human resource target is to attract qualified candidates that will boost their market share?

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	45	37.5	37.5	37.5
Agree	19	15.8	15.8	53.3
Undecided	12	10.0	10.0	63.3
Disagree	23	19.2	19.2	82.5
strongly disagree	21	17.5	17.5	100.0
Total	120	100.0	100.0	

As seen in the table above, 45 respondents, representing (37.5%), strongly agree, 19 respondents, representing (15.8%), agree, 12 respondents, representing (10.0%), were undecided; 23 respondents, representing (19.2%), disagree, while 21 respondents, representing (17.5%), strongly disagree. This implies that most of the respondents agree to the view that the human resource target is to attract qualified candidates that will boost their market share

Table 4.2.16: Having the rightful employee helps my organization to have a competitive advantage over others?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	28	23.3	23.3	23.3
Agree	35	29.2	29.2	52.5
Undecided	13	10.8	10.8	63.3
Disagree	29	24.2	24.2	87.5
strongly disagree	15	12.5	12.5	100.0
Total	120	100.0	100.0	

Source: Field survey 2020

The table above shows, that 28 respondents, representing (23.3%), strongly agree, 35 respondents representing (29.2%) agree, 13 respondents, representing (10.8%), were undecided; 29 respondents, representing (24.2%), disagree, while 15 respondents representing (12.5%), strongly disagree. This means that a majority of the respondents agree that having the rightful employee helps the organization to have a competitive advantage over others.

Table 4.2.17: Proper recruitment determines the market share of the organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	24	20.0	20.0	20.0
Agree	39	32.5	32.5	52.5
Undecided	17	14.2	14.2	66.7
Disagree	18	15.0	15.0	81.7
strongly disagree	22	18.3	18.3	100.0
Total	120	100.0	100.0	

Source: Field survey 2020

The data displayed on the above table indicate that 24 respondents, representing (20.0%), strongly agree, 39 respondents, representing (32.5%) affirmed agree, 17 respondents representing (14.2%) were undecided; 18 respondents, representing (15.0%), disagree, while 22 respondents, representing (18.3%) strongly disagree. This shows that most of the respondent expressed the view that Proper recruitment determines the market share of the organization.

Table 4.2.18: My organization does the timeliness recruitment process

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	39	32.5	32.5	32.5
Agree	26	21.7	21.7	54.2
Undecided	10	8.3	8.3	62.5
Disagree	25	20.8	20.8	83.3
strongly disagree	20	16.7	16.7	100.0
Total	120	100.0	100.0	

Source: Field survey 2020

The data presented in the table above shows that 39 respondents, representing (32.5%) strongly agree; that the organization does timeliness recruitment process, 26 respondents, representing (21.7%) agree; 10 respondents, representing (8.3%) were undecided, 25 respondents, representing (20.8%), disagree, while 20 respondents, representing (16.7%) strongly disagree. This shows that most of the respondents agree that the organization does timeliness recruitment process.

4.4 Test of Hypotheses

This section is concerned with the testing of hypotheses earlier stated. In doing this, the correlation was used. A test of hypotheses helps to decide which of the contradictory claims is correct. It acts as a guide through the research work to draw a logical or empirical conclusion.

4.5 Decision Rule

If the calculated Pearson correlation value is greater than the critical value (0.05), we accept the null hypothesis and if the calculated Pearson correlation value is less than the critical value (0.05) accepts the alternative hypothesis.

HYPOTHESES ONE

H₀: Training and development do not enhance employee competency?

Correlations

		Training and development	employee competency
Training and development	Pearson Correlation	1	.971**
	Sig. (2-tailed)		.000
	N	120	120
employee competency	Pearson Correlation	.971**	1
	Sig. (2-tailed)	.042	
	N	120	120

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

From the table of values above, the relationship between training and development on employee's competency is positive (0.975), indicating that components of training and development will lead to increase in the competency on the average. The probability value is

0.042 which is less than 0.05, on this ground, we accept H_1 and conclude that Training and development enhances employee competency.

HYPOTHESES TWO

H_0 : Reward has no significant increase in the productivity of the organization?

Correlations

		Reward	productivity of the organization
Reward	Pearson Correlation	1	.811**
	Sig. (2-tailed)		.000
	N	120	120
productivity of the organization	Pearson Correlation	.811**	1
	Sig. (2-tailed)	0.032	
	N	120	120

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

From the table of values above, the relationship between reward on productivity of the organization is positive (0.811), indicating that components of reward will lead to an increase in productivity. The probability value is 0.032 which is less than 0.05, on this ground, we accept H_1 and conclude that reward has a significant increase in the productivity of the organization.

HYPOTHESES THREE

H_0 : Recruitment cannot positively enhance the market share of the organization?

Correlations

		Recruitment can positively enhance	share of the organization
Recruitment can positively enhance	Pearson Correlation	1	.945**
	Sig. (2-tailed)		.000
	N	120	120
share of the organization	Pearson Correlation	.945**	1
	Sig. (2-tailed)	0.034	
	N	120	120

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

From the table of values above, the relationship between reward on the share of the organization is positive (0.945), indicating that recruitment will lead to enhancement of the shares. The probability value is 0.034 which is less than 0.05, on this ground, we accept H_1 and conclude that reward has a significant increase in the productivity of the organization.

4.6 DISCUSSION OF THE FINDINGS

Table 4:3.1 to table 4:3.6 was meant to find out the biodata of the respondent. The result shows that the majority of the respondents are male, the majority are married, the majority of the respondent is 31-40 years old, the majority of the respondent are BA/B.Sc/HND while the majority of the respondent has worked for the organization for about 10-20 years. Majority of the respondents are senior staff,

Table 4:2.7 to table 4.2.10 was used to answer the research question one which is to examine the effect of training and development on employee competence. From the result of the findings, it showed that training and development increase employee competence.

Research question two which is the extent of the relationship between reward and profitability within the organization was answered using the data in Table 4.2.11 – table 4.2.14. From the result, it was deducted that reward has a significant increase in the productivity of the organization.

Table 4.2.15 to table 4.2.18 was used to answer the third research question, how can recruitment enhance the market share of the organization. These results from the findings show that recruitment can positively enhance the market share of the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is aimed at summing up the findings of this study as well as to conclude the research work. Secondly, the researcher gives recommendations based on the findings of the study.

5.2 Summary of findings

From the analysis of data presented, several findings were made from the study which examines the effect of Organizational Behavior on employee performance at Flour Mill Nigeria Plc and is as follows:

1. The study found that training and development increase employee competence.
2. The findings show that reward has a significant increase in the productivity of the organization.
3. Finally, it was processed from the study that recruitment can positively enhance the market share of the organization.

5.3 Conclusion

The study was carried out to examine the influence of Organizational Behavior on employee's performance at Flour Mill Nigeria Plc. The findings of the study indicated that training and development increase employee competence. The findings show that reward has a significant increase in the productivity of the organization. Finally, it was processed from the study that recruitment can positively enhance the market share of the organization. Employees are ever ready to make an extra effort if they are satisfied with the strategic decisions of their organizations. The efficiency of the workers is measured by interpersonal behaviour. Organizations should do as hard as possible to better understand the organizational actions of their workers so that their efficiency can be enhanced. The explanation is that the performance of the employee is the foundation of an organisation i.e., organizational behaviour has an influence on the performance of the employee.

5.4 Recommendations

Based on the findings, the researcher recommended as follows;

1. Organizations should provide a flexible culture; these will provide such a working environment to employees in which they will work easily and independently without feeling any burden.
2. Organizations should provide employees with a clear career path and career development opportunities by giving them training, seminars and workshops and this will increase their productivity in the organization.
3. Organizations should make sure that their employees have the knowledge of the companies or organizations vision, mission and strategic

It is hoped that if these recommendations are strictly adhered to by all concerned, it will increase the employee performance in the organization.

5.5 Contribution to Knowledge

1. The gap here is that other researchers have researched Organizational culture, motivation, Training, e.t.c. However, little or no research has been done on Organizational behaviour on employees' performance.
2. For academics, this will serve as literature research to students, lecturers and others. This is because the study will be put on shelves as references at the library.
3. The analysis of this research study will provide important details about the behaviour of firms in the insurance industry. The details gained will provide firms in this sector with the requisite knowledge that will enable them to identify culturally related strengths, leverage their company's overall strength as well as address the cultural weakness that hampers success.
4. The company under study, in particular, will be of immense benefit in that the management will be able to use the information produced after the research is complete to re-engineer and restructure the organization's culture to improve their employee job performance and by extension organizational performance. The management can also use some of the information to formulate a strategy for the organization.
5. For employees of the different organizations, this research will enable them to gain a better understanding of their role in shaping the organization's behaviour and how this influences their performance and by extension the overall performance of the organization.

6. This research will help the government in making some decisions about insurance organizations in the country like healthcare insurance, how much tax return insurance companies are expected to pay back to the government, some favourable decisions to the insurance companies about the working conditions and pay for their employees.

5.6 Suggestion for Further Studies

1. The study examined the Influence of Organizational behaviour on employees' performance in Flour Mill which is a public organization. Further studies can focus on private organisation.
2. The study employed questionnaires for data collection, further studies can include in-depth interviews to get robust facts finding data.
3. Further research can equally use comparative analysis of Organizational behaviour on employees' performance in the public sector versus the private sector to come up with unique findings.

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APPENDIX

QUESTIONNAIRE

**THE INFLUENCE OF ORGANISATIONAL BEHAVIOUR ON EMPLOYEES'
PERFORMANCE.**

Dear Respondent,

I am a final year student of Mountain Top University. I am writing a project on the above-named topic in partial fulfillment of the requirements for the Bachelor of Science degree. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the following questions by ticking the one you consider most appropriate among the alternatives.

Thank you for your sincere cooperation.

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided.

Yours faithfully,

Giwa Helen Idowu.

SECTION A

BIOGRAPHY

1. Sex: a) Male [] b) Female []
2. Marital status: a) Married [] b) Single [] c) Divorced []
d) Widow [] e) Widower [] f) Separated []
3. Age: a) 21 – 30yrs [] b) 31-40yrs [] c) 41-50 yrs []
d) 51-above []

4. Academic Qualification:

- a) FLSC [] b) WAEC [] c) ND/NCE []
d) BA/B.Sc/HND[] e) M.Sc/MA/MBA/MED []
f) Ph.D []

5. How long have you worked in the organization:

- a) Less than 10 year [] b) 11 – 20 years [] c) 21 – 30 years[]
d) 31 – 40 years []

6. Staff Category:

- a) Junior Staff [] b) Supervisors [] c) Senior Staff []
d) Managers []

SECTION B

Influence of Organizational Behaviour on Employee Performance

Kindly indicate to the extent you agree with the following statements on organizational behaviour towards employees' performance. Key: SA=Strongly Agree; A=Agree; UD=Undecided D=Disagree; and SD=Strongly Disagree;

S/N	ITEMS	SA	A	UD	D	SD
	ORGANIZATIONAL BEHAVIOUR					
A	TRAINING AND DEVELOPMENT					
1	Training and development aids the employee in the acquisition of organizational behaviour.					
2	The organization considers training as a part of organizational procedure					
3	Training and development helps their employees to build up their skills.					
4	Training programs help to increase the employees competence in the organization.					
B	REWARD					
1	Reward scheme enhances me to work effectively and efficiently in my organization.					
2	All the employees are eligible for reward as per the organizational policy.					
3	The reward scheme stands as a motivational tool to employees in my organization.					

4	Employees opinion are considered while reviewing reward programs.					
C	RECRUITMENT					
1	Having the rightful employee helps my organization to have competitive advantage over others					
2	My organization does timeliness recruitment process.					
3	Do you think I was properly recruited based on my ability.					
4	I think my organization made the right decision by not recruiting average employees.					

SECTION C

S/N	ITEMS	SA	A	UD	D	SD
	EMPLOYEES' PERFORMANCE					
A	EMPLOYEES' COMPETENCIES					
1	All the various trainings I have received have enhanced my competence at work.					
2	Being competent at work as boosted my performance.					

3	I seldom learn from more skilled and knowledgeable employees in my aspect of work.					
4	I often learn from more skilled and knowledgeable employees in my aspect of work.					
B	PRODUCTIVITY					
1	I put in more efforts for a greater productivity.					
2	Do you agree that the lesser the hours, the greater the outcome.					
3	I agree that the higher the hours, the lower the productivity leading to zero rewards.					
4	Do you think that motivation and reward of any kind should be in your organization policy so as to increase productivity.					
C	MARKET SHARE					
1	The human resource target is to attract qualified candidates that will boost their market share.					
2	Proper recruitment determines the market share of the organization.					
3	My Organization has the most skilled and dedicated employees to increase the market share capacity.					
4	The market share in my organization is increasing because it has a carefree					

	work environment for employees.					
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