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EFFECT OF ORGANIZATIONAL BEHAVIOUR ON EMPLOYEE EFFECTIVENESS IN THE BANKING SECTOR - A STUDY OF POLARIS BANK AND STANBIC IBTC BANK, UMUAHIA NORTH, ABIA STATE

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Abstract

This study examined the Effect of Organizational Behavior on Employee Effectiveness in the Banking Sector, A Study of Polaris Bank and Stanbic IBTC, Umuahia North, Abia State. The study adopted a descriptive survey design and the Data collected for this study were sourced from both primary and secondary sources. The entire population of 64 staff of selected Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State was used since is not up to 100. The study also made use of simple random sampling techniques. The following findings were made. i) There is a significant relationship between internal and social systems and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State. ii) There is a significant relationship between organizational structure and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State. It further recommended that as far as the Internal and social system of the organization is concerned organization should provide complete information in time to the employees of the organization so that they can perform the job better and on time to boost employee effectiveness.

Key Words: Organizational Performance, Employee Effectiveness, Productivity, Efficiency, Profitability

Background of the Study

Organizations are as old as humans. As time passed, the people realized that they could collectively satisfy their wants in a much more effective manner. Thus, they got together to satisfy their needs and wants. Individuals who feel that they have skills, talents, and knowledge form groups to produce goods and services. An organization is a group of people who work together to achieve some purpose (Ahmed, 2015). The people working together expect each other to complete certain tasks in an organized way. Organizations are an inevitable part of human life. Organizations help to increase specialization and division of labor, use large-scale technology, manage the external environment, help to economize on transaction costs and to exert power and control. Globalization has presented many challenges and opportunities for Organizations. It is imperative that the organizations function effectively (Ahmed, 2015).

According to Kelly (1970), organizational behaviors are the systematic study of the nature of organizations: how they begin, grow, and develop, and their effect on individual members, constituent groups, other organizations, and large institutions. Equally, organizational behaviours are directly concerned with the understanding, prediction, and control of human behavior in organizations. According to Robbins, organizational behaviors is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge towards improving an organizations and employee's effectiveness (Jason & Maj, 2013).

Effectiveness, on the other hand, describes the quality of output produced by the team and whether the team has met its goals and objectives. Kozlowski & Ilagan (2006) state, "If members collectively lack necessary knowledge, skills, abilities, or resources to resolve the team task, the team cannot be effective". Employee effectiveness is determined by organizational behavior (Musgrove, Ellinger, & Ellinger, 2014). Institutions' behaviours affect productivity; consequently, organizational leaders have begun to monitor how different firms' behaviours influence effectiveness (Bauknecht & Holwerda, 2013). Negative effects on effectiveness could be caused by negative company behaviors that

lower employee engagement. Bersin (2014) found that only 13% of worldwide employees are fully engaged at work. In addition, twice as many are so disengaged that this negative behavior is spread to employees (Bersin, 2014).

Organizational behavior helps in predicting human behaviour in the organizational setting by drawing a clear distinction between individual behavior and group behavior. Organizational behavior does not provide solutions to all complex and different behavior puzzles of organizations. It is only the intelligent judgment of the manager in dealing with a specific issue that can try to solve the problem (Jason & Maj, 2013). Organizational behavior only assists in making judgments that are derived from tenable assumptions; the judgment that considers the important variables underlying the situation; a judgment that is assigned due recognition to the complexity of individual or group behavior; a judgment that explicitly considers the manager's own goals, motives, hang-ups, blind spots, and weaknesses (Jason & Maj, 2013).

As employers respond to the growing demands placed on organizations to compete on a global level, the implementation of effective team processes is vital to successful business outcomes. In fact, many researchers have reported that college students have a poor understanding of teamwork skills and emphasize the importance in the implementation of such training across the curriculum (Williams & Anderson, 2008). To become more than the sum of its parts, a team must "operate in an environment of respect and appreciation for the diversity of style, skills, experiences and contributions" (Nath, 2008). To create this culture of sharing and collaboration, organizations should engage in activities that enhance and leverage the benefits of both cohesion and communication among members.

Further, organizational behavior stresses the basics of systems thinking, as well as group dynamics. It is interested in the role of perception and motivation in the behavior of the individual and enhances an integrated and cohesive approach to management performance (Schrita & Mohamad, 2017). As a systematic study of the nature and culture of organizations, it focuses on understanding, changing, and improving individual and group behaviors by examining interpersonal and leadership behaviors in relation to teams, cultural diversity, and ethics in organizations and promoting human behavior towards improving employee's effectiveness. Employee's effectiveness is a measure of the workers output in terms of performance, growth, productivity, and profitability. An organization is effective when it can achieve its goals in terms of the *triple-bottom-line*; in relation to its goals (Schrita & Mohamad, 2017).

Conclusively, organizational behavior is particularly interested in the unique behavior manifested by an individual within an organization, because firm's behavior is central to performance and employee's effectiveness. Therefore, organizational behavior tries to find out the reason why an individual may react positively to a situation and the other reacts negatively to the same situation (Schrita & Mohamad, 2017). It also considers why two or more different individuals performing the same task achieve very different results even though they are being managed in the same manner. To this extent, organizational behavior is not only bound towards the enhancement of the effectiveness of employee, but also the field that seeks enhanced knowledge of behavior in organizational settings through the scientific study of individual, group, organizational processes politics and power, and the goal of such knowledge being the enhancement of both employees' effectiveness and individual well-being. Therefore, this study tends to examine the effect of organizational behaviour on employee effectiveness in the banking sector (Strohmail, 2013 and Swanson, 2015).

Statement of the Problem

Most organizations put more efforts on the focus of only people, structure, technology, and environment give less concern on the traditional behavioral activities. According to Kandula (2006) the key to good performance is a strong organizational behavior. He further maintains that due to difference in organizational behavior, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and good behavior can make an average employee performance and achieve brilliantly whereas a negative and weak firms' behavior may demotivate an

outstanding employee to underperform and end up with no achievement. Therefore, organizational behavior has an active and direct role in performance management (Ahmed, 2012). Organizational behavior is correlated with workers' effectiveness (Anis, et al. 2011), employee productivity (Samad, 2007) and employee retention (Anis, et al. 2011).

However, organizational behavior has received relatively low levels of empirical investigation among the possible antecedents of employee effectiveness (Lok & Crawford, 2004). Although empirical research has been carried out there has been little evidence to prove the effect of organizational behavior on workers' performance (Mckinono, et al. 2003). In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of organizational behavior on employee performance. Zain, et al. (2009) examined the effect of four dimensions of organization behavior on employee performance and found that all the four dimensions of organization behavior were important determinants of performance. Mahmudah (2012) reports a significant relationship between organization behavior and service delivery. However, Lahiry (1994) indicated a weak association between organization behavior and performance.

Concerns have been raised on whether there are any significant relationships between the behavior in organizations and employee burnout, type of coping strategies, and employee engagement. Whether there is an inverse relationship between emotional exhaustion and organizational behavior (Bergman, et al., 2000; Mathieu & Zajac, 1990, Samad, 2007; Ward & Davis, 1995; Yousef, 2000). Management of human resources may perhaps force not merely the restructuring of behavior values but to consider the overture of different behavioral practices which perhaps leads to a superior employee's performance. This study will attempt to analyze to what extent to which Organizational behaviour affects employee effectiveness in the banking sector with reference to Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Objectives of the Study

The major objective of this study is to examine the effect of organizational behaviour on employee effectiveness in the banking sector with special reference to Polaris bank and Stanbic IBTC bank, Umuahia North, Abia State. Other specific objectives are to.

- a. Highlight the effect of internal and social system on employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.
- b. Determine the effect of organizational structure on employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Research Questions

The following research questions will be answered in this study:

- i. To what extent does internal and social system affect employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State?
- ii. To what extent does organizational structure affect employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State?

Research Hypotheses

The following research hypotheses are formulated in their null forms as follows:

- H₀¹:** There is no significant relationship between internal and social system and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.
- H₀²:** There is no significant relationship between organizational structure and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Review of Related Literature

Conceptual Framework

Meaning and Relevance of Organizational Behaviour

Organizational behavior involves individual behaviour and group dynamics in organizations. According to Nelson & Quick (2003) organizational behaviour is primarily concerned with the psychological, interpersonal, and behavioral dynamics in organizations necessary for performance effectiveness. They opine that other variables that affect human behavior at work that involves organizational behavior include jobs, the design of work, communication, performance appraisal, organizational design, and organizational structure. Organizational behavior is both research and application oriented. According to Kreitner & Kinicki (2004) there are three basic levels of analysis in organizational behaviour, which are individual, group and organizational levels.

While the individuals and groups bring their skills, knowledge, values, motives and attitudes into the organization, thereby affecting the organization, the organization on the other hand, modifies or restructures the individuals and groups through its own system of operations. As an interdisciplinary field primarily dedicated to better understanding and managing people at work, the variables that can have direct influence on human behaviour, organizational behaviour and employee's effectiveness include, but not limited to personality, organizational design and job design. To achieve corporate effectiveness, the organization must be able to motivate its members. Motivation as a management function is also connected with the issue of organizational leadership which is a critical determinant of organizational success. Organizational behaviour implies that effective leadership must be based on understanding rather than on techniques alone, on mature relationships of mutual trust rather than on manipulation. It should be based on an in-depth communication instead of on superficial verbal transactions that may not be able to transport intended meanings in the context (Drucker, 2009; DuBrin, 2012; Hardre, 2013; Nazeri, 2011).

The key elements in the organizational behavior are people, structure, technology, and the environment in which the organization operates. People: People make up the internal and social system of the organization. They consist of individuals and groups. The groups may be big or small; formal or informal; official or unofficial. Groups are dynamic and they work in the organization to achieve their objectives. Structure: Structure defines the formal relationships of the people in organizations. Different people in the organization are performing different type of jobs and they need to be (elated in some structural way so that their work can be effectively coordinated. Technology: Technology such as machines and work processes provide the resources with which people work and affects the tasks that they perform. The technology used has a significant influence on working relationships. It allows people to do more and work better but it also restricts' people in various ways. Environment: All organizations operate within an external environment. It is the part of a larger system that contains many other elements such as government, family, and other organizations. All these mutually influence each other in a complex system that creates a context for a group of people. Everyone brings to an organization a unique set of personal characteristics, experiences from other organization, the environment surrounding the organization and them also poses a personal background. In considering the people working in an organization, organizational behavior must look at the unique perspective that everyone brings to the work setting. But individuals do not work in isolation. They meet other individuals and the organization in a variety of ways. Points of contact include managers, co-workers, formal policies and procedures of the organization, and various changes implemented by the organization. Over time, the individual, too, changes, as a function of both the personal experiences and the organization.

The organization is also affected by the presence and eventual absence of the individual. Clearly, the study of organizational behavior must consider the ways in which the individual and the organization interact. An organization, characteristically, exists before a particular person joins it and continues to exist after he leaves it. Thus, the organization itself represents a crucial third perspective from which to view organizational behavior. The rules of work are different from the rules of play. The uniqueness of rules and the environment of organizations forces managers to study organizational behaviour to learn

about normal and abnormal ranges of behavior. A more specific and formal course in organizational behavior helps an individual to develop more refined and workable sets of assumption that is directly relevant to his work interactions.

Employee Effectiveness

Employee Effectiveness is a capability of employees to produce a specific, desired effect with minimized costs and in strict compliance with initial requirements. It is a qualitative characteristic that indicates the extent to which targeted problems are addressed and the degree to which preset goals and objectives are achieved by employees.

Employee effectiveness means a situation when a worker produces a desired outcome in the best possible way. Labor output acts as a key parameter for measuring employee effectiveness. For example, a web designer's effectiveness includes labor costs the employee spends within a period (e.g., week) on developing a draft of a website. The drafted website will be labor output of the designer. Higher effectiveness of this employee is reached if the website is designed as close to customer requirements as possible and with minimized costs.

Employee effectiveness can be improved through a range of activities that create a better working environment. Here're some examples of such activities:

- Training and recertification
- Better communications
- Rewarding and remuneration
- Employee recognition
- Improved leadership and teamwork
- Retooling and re-equipment
- Better corporate culture

Employee effectiveness in relation to the theory of “organizational behavior”, employee effectiveness can be assumed as enhanced level of employee performance that would lead to higher productivity. This assumption is supported by Terpstra & Rozell (2018) who noted that the reviews on research, both qualitative (Terpstra & Rozell, 2018) and quantitative (Terpstra & Rozell, 2018), have confirmed that “goal setting theory applications increase employees' levels of effort and performance” while Katzella & Guzzo (2014) reviewed organizational behavior and found that it led to “improved employee productivity in 95% of these experiments.”

Theoretical Framework

Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well-integrated (Davenport, 1993; Saffold 1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

Involvement Theory

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization (Katzenberg, 1993; Spreitzer, 1995).

Empirical Framework

Yeep. & Ananthalakshmi (2017), aimed to analyze the impact of organizational climate on employee performance in a Malaysian Consultancy firm. Questionnaire was developed based on previous literature and analysis was done to determine the normality, reliability, and validity of the scale. The research design adopted in this study was combination of explanatory and descriptive with the method of cross-sectional survey by distributing survey questionnaires, consisting of 48 questions with Likert Scale (Strongly Agree -1 and 7 for Strongly Disagree). The sample size of the study was 45 which were collected using Random Probability sampling method. SPSS 2.0 was used in analyzing the collected data by using descriptive means and regression. They found that all the selected organizational climate dimensions in this research had a positive and significant impact on employee performance from the regression test in SPSS 2.0. The beta coefficients for all the dimensions of organizational climate in this study were positive and high indicating the strong impact on employee performance.

Aktaú, Çiçek, & Kıyak, (2011), examined the factors influencing organizational efficiency are with highly increasing importance. In the study, relationship between organizational culture and organizational efficiency and the effect of stability or variability of internal and external environment on this relation were investigated. Besides, the values of self-direction, stimulation, power that leaders had were researched. 40 top managers / organizational founders were selected for sampling in health sector. Questionnaire method was utilized for gathering data. The findings showed that organizational culture types were related to some organizational efficiency dimensions. The stability or variability of internal and external organizational environment and the top manager's values (self-direction and stimulation) played a moderator role on this relationship.

Ghasem, Masoud, & Maryam, (2016) analyzed the relationship between organizational citizenship behavior and market orientation. This study was applied research in terms of the purpose based on a descriptive correlational method. The statistical population included all employees of Agricultural Jihad Organization of Mazandaran province made up of 1923 persons. 391 people (male and female) were selected using random stratified sample. Data were collected through two standard questionnaires. Validity of questionnaires was confirmed by experts and reliability of them was confirmed using Cronbach's coefficient alphabet. Cronbach's alpha for the organizational citizenship behavior and organizational performance was calculated by 0.80 and 0.87. Data was analyzed using descriptive and inferential statistics through SPSS software. The descriptive statistics included frequency, percentage, mean, and standard deviation and inferential statistics included Kolmogorov Smirnov, Spearman's rank correlation coefficient, Fisher's z-distribution using SPSS software.

Muhammad & Mumtaz (2014) ascertained the impact of employee behavior, motivation, and organizational support on training transfer process of government school employees in Pakistan. A sample of 217 teachers from the elementary and secondary school of Jhelum was used to investigate the impact of organizational support, motivation, and employee behavior on training transfer process by employing simple random sampling. To evaluate the relationship between employee behavior, motivation, organizational support and training transfer process, correlation and regression techniques were used. It was investigated from the aftermaths that the training transfer process of elementary and secondary school employees, depends on the organizational support, motivation, and employee behavior. Furthermore, the present study explored that the organizational support, motivation, and employee behavior has a positive and significant impact on training transfer process of the employees. Results demonstrated that when the organizational support and motivation of the employees was high, and they have positive attitude they tend to transfer more training material to students.

Wanjiku, & Agusioma (2014), focused their study on the non-governmental organizations in Kenya with a specific focus on World Vision Kenya. The research design adopted for this study was a descriptive survey in which the research sought to collect data from a targeted population of employees working in World Vision Kenya, using questionnaires to determine the correlation between organization culture and employee performance. The targeted population comprised of 960 employees in World Vision Kenya, a sample size of 484 was taken from the overall target population. Data was analyzed

qualitatively and quantitatively and through use of statistical package for social scientists (SPSS). The study concluded that organization culture had a great influence on performance as it dictated how things were done, organization's philosophy, work environment, performance targets and organizations stability.

Prabha & Renuka (2014) made an attempt to explain what Organization Behavior is and its role in management of business. Thus, managers get work done through people. They allocate the resources, direct the activities of others, and take decisions to attain organizational goals. The study explained organization as a coordinated social unit, composed of two or more people, which functions to achieve a common goal. Managers are responsible for the functioning of the organization. The world has become a global village. Understanding Organizational Behavior has become very important for managers today. Globalization has presented challenges and opportunities for Organizational Behavior. Various changes such as increase in the number of women employees, corporate downsizing, and increase in number of temporary workers are taking place in the organizations. It was concerned with the study of what people do in an organization and how their behavior affects the organizations performance.

Methodology

Research Design

The researchers adopted descriptive survey design. Descriptive approach is used to describe the task features of the data in study as they are.

Sources of Data

Data collected for this study were sourced from both primary and secondary sources. Primary data are original data collected basically for the purpose of the research or study. The primary sources of data for this research include questionnaires, etc. Secondary data are both published and unpublished works. The published were obtained from library, textbooks, journals, internets, articles publications.

Population of the Study

The population included the total population of two (2) selected banks; Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Table 1

Banks	Male	Female	Total
Polaris Bank	10	19	29
Stanbic IBTC bank	14	21	35
Total	24	40	64

Source: Field Survey, (2023)

Sample Size Determination and Sampling Technique

The entire population of 64 staff of selected Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State was used since is not up to 100. The study also made used of simple random sampling because it is distinguished by the fact that each population element has not only a known but equal chance of being selected. Simple random sampling technique was used by the researchers in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated. For this study, the entire population of 64 was adopted.

Methods of Data Analyses

Objectives i, ii, iii were analyzed with the aid of descriptive statistics while the hypotheses were tested with Pearson correlation moment with the aid of statistical packages for social sciences version 23.0.

Data Presentation and Analysis

Table 2: Distribution of Questionnaire to Staff of Polaris bank Plc. and Stanbic IBTC Bank Plc. Abia State

Respondents	Distributed Questionnaires	Returned Questionnaires	Unreturned Questionnaires	% Or Returned	% of Not Returned
Polaris Bank Plc	29	21	8	39.6	72.7
Stanbic IBTC Bank	35	32	3	60.4	27.3
Total	64	53	11	100	100

Source: Field Survey, (2023)

As reflected in Table 2, a total of nine eight(64) questionnaire were distributed to staff of Polaris bank Plc. and Stanbic IBTC bank Plc. Abia state, seventy-seven (53) were completed and returned to the researcher which implies that 11 of the questionnaire were not recouped. Hence, 53 of the respondents constituted the sample which translates into 82.8% rate of return completed questionnaire.

Table 3: What is the Extent of Relationship between Internal and Social System on Employee Effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State?

	Frequency	Percent	Cumulative Percent
Valid Strongly Agreed	20	37.7	100.0
Agreed	21	39.6	62.3
Undecided	2	3.8	3.8
Disagreed	8	15.1	22.6
Strongly Disagreed	2	3.8	7.5
Total	53	100.0	

Source: Field Survey, (2023)

From table 3 above it could be seen that 20 respondents representing 37.7% strongly agreed, 21 respondents agreed the same, 2 respondents were undecided, 8 respondents disagreed, while 2 respondents strongly disagreed that there is a significant relationship between internal and social system on employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Table 4: To What Extent Does Organizational Structure Affect Employee Effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State?

	Frequency	Percent	Cumulative Percent
Valid Strongly Agreed	24	45.3	100.0
Agreed	15	28.3	54.7
Undecided	2	3.8	3.8
Disagreed	7	13.2	26.4
Strongly Disagreed	5	9.4	13.2
Total	53	100.0	

Source: Field Survey, (2023)

From table 4 above it could be seen that 24 respondents representing 45.3% strongly agreed, 15 respondents agreed the same, 2 respondents were undecided, 7 respondents disagreed, while 5 respondents strongly disagreed that there is a significant effect of organizational structure on employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

**Table 5
ANOVA Result Showing the Effect of Organizational Structure on Employee Effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.**

		Sum of Squares	df	Mean Square	F	Sig.
To manage factories	Between Groups	62.046	4	15.511	267.396	.000
	Within Groups	2.784	48	.058		
	Total	64.830	52			
Administration on implementation in workplace	Between Groups	54.527	4	13.632	692.817	.000
	Within Groups	.944	48	.020		
	Total	55.472	52			
Management should give commands	Between Groups	42.875	4	10.719	98.943	.000
	Within Groups	5.200	48	.108		
	Total	48.075	52			

SPSS version 23.0 tested @ 95% confidence level.

The result presents in table 5 reveals the impact of organizational structure on employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State. The coefficient of the ANOVA are 0.058, 0.020 and 0.108 with a sig. value of 0.000. The effect is significant since the sig. value of is lower that the acceptable 0.05% significance level.

Test of Hypothesis

Hypothesis One

H₀₁: There is no significant relationship between internal and social system and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

With reference to table 3 the calculated t-statistics of 4.348 is greater than the critical value (i.e., 2.021). The null hypothesis is rejected and the alternative accepted. This means that there is significant relationship between internal and social system and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Hypothesis Two

H₀₂: There is no significant relationship between organizational structure and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Also, the result present in table 3.4 reveals the relationship between organizational structure and employee effectiveness. The coefficients are 0.058, 0.020 and 0.108, with a sig. value of 0.000. The effect is significant since the sig. value of (0.000) is lower than the acceptable 0.05% significance level. Therefore, there is significant relationship between organizational structure and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State

Discussions of Findings

In hypothesis one, there is significant relationship between internal and social system and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State. This is in line with the findings of Yeep & Lakshmi, (2017), which aimed at analyzing the impact of organizational climate on employee performance in a Malaysian Consultancy firm. The research design adopted in this study was combination of explanatory and descriptive with the method of cross-sectional survey by distributing survey questionnaires, consisting of 48 questions with Likert Scale (Strongly Agree -1 and 7 for Strongly Disagree). The sample size of the study was 45 which were collected using Random Probability sampling method. SPSS 2.0 was used in analyzing the collected data by using descriptive means and regression. They found that all the selected organizational climate dimensions in this research had a positive and significant impact on employee performance from the regression test in SPSS 2.0. The beta coefficients for all the dimensions of organizational climate in this study were positive and high indicating the strong impact on employee performance. In the second hypothesis, there is significant relationship between organizational structure and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State. This also supports the work of Ahmed & Shafiq, (2014), they elaborated the impact of organizational culture on organizational performance. Quantitative approach was adopted in which a questionnaire was used to collect the data. The questionnaire was adopted from a previous study. 22 questionnaires have been distributed to the research participants out of which 15 questionnaires were returned to the researchers with complete information. The findings indicated that all the dimension of the culture influenced the different perspective of organizational performance.

Summary of Findings

This study carefully to analyze the effect of organizational behaviour on employee effectiveness in the banking sector in relation to Polaris bank and Stanbic IBTC bank. Descriptive survey approach was adopted and analyzed using frequency distribution table, Regressions correlations. Having analyzed the distributed 64 questionnaires to staff of selected food industry. The following findings are summarized below.

- a. There is significant relationship between internal and social system and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.
- b. There is significant relationship between organizational structure and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

- c. There is significant relationship between technology and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.
- d. There is significant relationship between external environment and employee effectiveness of Polaris Bank and Stanbic IBTC Bank, Umuahia North, Abia State.

Conclusion

The organization is also affected by the presence and eventual absence of the individual and consider the ways in which the individual and the organization interact. Organizational behavior to learn about normal and abnormal ranges of behavior and to impact on employee effectiveness as it translates to the capability of employees to produce a specific, desired effect with minimized costs and in strict compliance with initial requirements. It is a qualitative characteristic that indicates the extent to which targeted problems are addressed and the degree to which preset goals and objectives are achieved by employees.

From the study it was found that employees are satisfied with the internal and social system in the organizations. They agree with the questions asked related to the internal communication system and, they have a positive belief that internal and external plays an important role in the organizations. Also, the study found that are neutral on these aspects they neither agree neither disagree with the benefits that they are getting from their respective organizations. When it comes to the question of monetary benefits the employees are hesitant to disclose, they neither agree with fact that they are satisfied with the pay structure, nor they disagree that they are satisfied with the pay structure as well as incentive schemes provided by their respective organizations.

Recommendations

The study recommends that.

- a. As far as Internal and social system of the organization is concerned organization should provide complete information in time to the employees of the organizations so that they can perform the job better and on time to boost employee effectiveness.
- b. It has been observed that the Organizational Structure of the organizations should provide the employees all information required as being the member of the organization in other to enhance effectiveness.

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