

ORGANISATIONAL HARMONY AND EMPLOYEE PERFORMANCE IN AKWA IBOM STATE UNIVERSITY, NIGERIA

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ABSTRACT

This study examined organisational harmony and employee performance in Akwa Ibom State University: employees' opinion. The objective of the study was to establish the relationship between effective communication, teamwork, and employee performance in Akwa Ibom State University. A descriptive research design was adopted in the study. Primary data was collected using a structured research questionnaire from a sample size of 316 employees that comprised academic and non-academic staff of Akwa Ibom State University. The data collected was analysed using descriptive and inferential statistic techniques. From the findings, it was revealed that there is a positive and significant relationship between effective communication and employee performance in Akwa Ibom State University ($R=0.273$; $t\text{-stat.} = 4.939$; $\text{prob.} = 0.000$). Also, teamwork has a positive and significant relationship with employee performance at Akwa Ibom State University ($R=0.363$; $t\text{-stat.} = 6.774$; $\text{prob.} = 0.000$). It was concluded that organisational harmony significantly relates to employee performance in organizations. Recommendations made include the need for organizations to sustain and strengthen formal communication channels in public organizations like universities to enhance and ensure effective communication, and also the need for sustenance of collaborative efforts that involve teamwork to enhance the performance of employees in the organisation.

Keywords: Organisational harmony; effective communication; teamwork; employee performance

1.0 INTRODUCTION

The success of any private or public sector organisation hinges on the harmony among all the units and constituents in the organisation. As such, a harmonious organisation can be steered with ease via effective leadership towards the attainment of set goals and objectives. In other

words, factors and events that undermine this level of harmony are known to push the organisation to the brink of crisis that may limit the achievement of objectives. This also threatens growth and survival or in extreme cases triggers changes that may lead to low morale, conflicts, and low level of productivities. This makes the place of organisational harmony as a prelude to sustainability in organisations to be considered highly by chief executives, managers, and supervisors in both the public and private sectors (Nwokocha, 2015; Hiwaki, 2017).

While this seems trivial in concept, the weight of organisational harmony underlines everything that is good and acceptable in an organisation. The advantages associated with organisational harmony reflects through high productivity levels, low employee turnover, excellent public relations, exemplary corporate social responsibility status, satisfied employees, and potentials for less crisis or conflicts, and high growth. By this, both the performance of the employees and the overall productivity of the organisation improve over time. Conversely, in an organisation with increasingly grudge-laden employees characterised by disharmony, there is usually high employee turnover, poor welfare of its workers, incessant conflicts, low productivity or performance levels, dissatisfied employees, and unsustainable growth potentials.

Given the negative potentials of disharmony, managers and heads of different organisations are very quick to react to issues concerning industrial harmony, workplace harmony, inter-department harmony, and intra-department harmony (Ogunola, 2018). These are usually hinged on effective communication, teamwork, collective bargaining, participatory decision making, employee promotion and compensation, adequate structuring of projects and training and quality control in the organisation. As such, both sustainable organisational and personal development are hinged on harmony within and outside the organisation, without which there can be unprecedented fallout of chaos (Habeeb and Kazeem, 2018). For instance, industrial harmony supplants excellent industrial relations in a way that ensures that there are less or no strikes, picketing of organisations, walkouts, sit-at-homes, and incessant industrial actions. The chance of an industrial action happening, portends that work will be stopped, and output will be forgone, leading to reduced performance of the employees. This is particularly replete in the public sector of Nigeria, with each labour year witnessing myriads of avoidable industrial actions, with the government counting losses in revenues lost, policies poorly implemented, undergraduates delayed from graduating, and various targets not accomplished or if attained, it is well behind the stipulated timeline (Miidom, Dyke-Ebirika and Tidjoro, 2021). Even in the private sector, the existence of industrial disharmony can set back key performance indicators (KPIs) such as sales increase, profit maximization, customer satisfaction, and product development, by years. Recovery from such can take a while, and costs more (Nwinyokgugi, 2015). However, this can be eliminated through proper conflict resolutions, proper dissemination or distribution of information, and the proper use of collective bargaining (Nwinyokgugi and Okere, 2019).

When there is workplace harmony, teamwork subsists, and individual interests are subordinated to the general interests of the organisation (Nkiinebari, 2014; Cole and Kelly, 2017). In the absence of workplace harmony, there is less or no teamwork, and projects are not properly structured, leading to the possibility of employees' individual interests being placed above the general interest of the entire organisation. This could mean a downward spiral in

terms of productivity and performance since the employees' focus more on themselves. In the Nigerian public sector, reports have emerged on how employees use their official hours to conduct their private businesses, doctors in government employ run their private clinics, and offices in public sector establishments become market stalls for wares that are originally meant for the market domain (Eguma and Patrick, 2019). This implies that a workplace disharmony could lead to the popular 'everyone to themselves' axion, hence rubbishing the system theoretical bedrock of successful organisations. This is likely going to undermine employee performance in such organizations.

The system nature of organisations is one that can be regarded to be sacrosanct because, "no one tree can make a forest", hence organisations require the amity, cooperation and interaction of different functional units, departments and personnel. No one department or employee or unit can work alone to achieve the targets of the organisation. Expertise, division of labour, specialization, resources and different levels of experience are required. This is why the organisation requires togetherness to fully function effectively and efficiently. In this case, teamwork and effective communication are important. Hence the 'united we stand' is a function of intra-department, and inter-department harmony. The absence of such harmony, an antecedent of enmity, ultimately leads to 'divided we fall'. Internal wrangling between team members, power tussle and supremacy fights between different units and departments, and performance of tasks to outshine others are some of the evidences of absence of teamwork, and ineffective communication leading to intra-department, and inter-department disharmony in the public and private sectors. There is also the issue of high handedness, witch-hunting supervision, and the winner-takes-all-syndrome attitude which exhibit disharmony within and between units. These are indications that all may not be well in an organisation, and can drag down performances (Nwokocha, 2015).

1.1 Statement of the Problem

In an institution of higher learning such as a university, the existence of organisational harmony is an indication of the smooth running of the university in terms of academic activities and research. This is an indication that the academic calendar in every session is not disrupted, undergraduate and postgraduate students are graduated on time, academic admissions are conducted as at when due, promotions of staff are based on merit and are carried out timely, and training opportunities are allocated. These are known to ensure that everyone in the university is aligned to the attainment of the goals and objectives of the institution which is excellence in academics and research.

As an educational institution, Akwa Ibom State University is a centre of excellence in terms of quality of graduates and research produced by the university yearly. By this, the university contributes to the development of the society by making better citizens, and ensuring that the standards of excellence that it upholds is diffused first into Akwa Ibom State, and then to the entire Nigeria. These expectations have sometimes been derailed or delayed through industrial actions or strikes embarked by employees of the university under the umbrella of different trade unions, over certain working conditions and welfare. Sometime these strikes take longer than expected to be resolved hence raising questions on the existence of harmony among the employers and the employees. This amounts to loss of periods of learning and quality research, loss of job performance times, and its attendant qualitative and quantitative costs.

Furthermore, regardless of resolution of the past industrial actions, rumours and anticipation of further strikes over poor or inadequate conditions of service, poor motivation and welfare, neglect, non-payment of accumulated statutory arrears accruing to employees in the institution, and inadequate office spaces and infrastructures for learning. These underline beds of frictions for further industrial actions, or organisational conflicts, or even demonstrations which portends disharmony in the university. These are also tantamount to fluid and rancor free employee engagement and dedication to the cause of the university. Sums of these can trigger situations that are inimical to the mission and vision of the university in the short-and long-run. Many of these issues affect proper communication, team work, and provide more opportunities for some workers more than others. At the same time, this also affects training needs of the organisation which may result from the management of the university not having enough resources to conduct such after covering personnel costs. This perhaps provides a fertile ground for most workers being absent in their offices, coming late or even becoming uninterested in their work, hence leading to sub-optimal performances by the employees As such some personnel and departments may be working at cross-purposes in the university, thereby leading to some consequences like poor quality of graduates, poor ranking of the university in yearly universities' ranking domestically and internationally, and others which hitherto may not be well pronounced. Based on these, this study will focus on examining the relationship between organisational harmony and employee performance in the Akwa Ibom State University.

1.2 Objectives of the Study

The general objective of this study is to examine organisational harmony and employee performance in Akwa Ibom State University. Specifically, the objectives of this study include to:

- i. Examine the nature of the relationship between effective communication and employee performance in Akwa Ibom State University.
- ii. Ascertain the nature of the relationship between teamwork and employee performance in Akwa Ibom State University.

2.0 REVIEW OF RELEVANT LITERATURE

2.1 Organizational Harmony

Organisational harmony refers to the existence of cordial work relationships and productive interactions in which employees, their unions, and management recognize and accept one another as partners in development, and where a cooperative attitude is mutually advantageous in terms of production, efficiency, and rewards (Ladan, 2016). Organisational harmony does not preclude the existence of disputes; rather, it assumes that there are effective and proactive collective agreements and grievance procedures in place to keep disagreements from disrupting the functioning and operations of the organisation. Based on this, organisational harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Ladan, 2016). Accordingly, organisational harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place (Puttapalli and Vuram, 2020). This is a state of relative peace in any organisation, which involves; absence of strikes, and distrust among

work groups or unions, peaceful relationship between unions and management of the organisation, as well as between employees in different and same units (Ladan, 2016).

Organisational harmony is that situation that promotes the collaboration and the “you win I win” strategy where one cooperates with the other party to find a resolution with mutually satisfying outcomes (Echaaobari, Adim and Ihunda, 2018). Organisational harmony is evidenced in the organisation through collaboration, teamwork, and goal attainment. Collaboration promotes teamwork in the organisation towards the accomplishment of objectives. Based on this, collaboration plays a major role in organisational harmony, through communicating, listening to all parties, discussing areas of agreement and goals, and ensuring that all parties understand each other (Jordan and Troth, 2014). Aside collaboration, organisational harmony is hinged on teamwork. It supports and makes it possible for a group of people working together to obtain a common objective. Through this, goals are clarified, obstacles identified, addressed towards the achievement of the goals. Organisational harmony achieved through teamwork ensures the integration of resources and input that work in harmony to achieve the goals of the organisation, where roles are prescribed for each member of the organisation, challenges faced in the same mode and close continuous incremental improvements (Fajana, 2015). In the absence of organisational harmony, teamwork may be impossible to replicate.

Furthermore, all organisations have different or similar goals to achieve. It is these goals that are commonly employed as criteria for assessing effectiveness of the employees and the overall organisation. Conceptually, organisational goals are in essence benchmarks used to evaluate the effectiveness of organisational behaviors and attained outcomes (Blau and McKinley, 2019). With organisational harmony, short-term and long-term goals are usually balanced (Blau and McKinley, 2019). This implies that in when there is harmony in an organisation, goal attainment is a priority that receives adequate attention from the management and employees. As such, the employees are total committed and focused on what the organisations want to achieve regardless of the various differences within the organisation.

2.2 Indicators of Organisational Harmony in Public Sector Organisations

There are several factors that facilitate the achievement of organisational harmony. These include:

i. Effective Communication

Communication involves the transfer or transmission of some information and understanding from one person to another. This is one of the most requisite functions of management (Ushie, 2012). Communication is vital to any social system as it creates an environment of trust, harmony and proficiency. It is essential to employee’s involvement since it boosts mutual understanding between management and employees and enhances organisational performance and productivity (Akpoovwaire, 2015). Lack of timely communication may cause problems in labour-management relations, irregular dialoguing may cause misinformation between union leaders and membership (Fajana, 2015). Effective communication requires continual dissemination of management’s labour policy and business initiatives to employees. Employees want and need information relevant to their jobs. When the information is not

forthcoming through official channels, assumptions emanate and informal communication channels are used. This breeds rumours, leading to conflicts and disharmony.

This implies that communication is the “live-wire” of any human organisation and will promote more effective management practices and greater trust between management and employees when it forms part of corporate culture of the organisation (Akpoovwaire, 2015). When employees are starved with proper or effective communication in the organisation or have poor perceptions of management’s business strategies, it will instigate conflict that may hamper organisational harmony.

ii. Teamwork

A Team is described as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (Ingram, 2020). Teamwork acts like a catalyst that allows common people to attain uncommon results (Mulika, 2020). Based on this, collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Thus, teams enable individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Teamwork is the concept of people working together cooperatively, as in sales team, sports team, project team and so on (Mulika, 2020). When there is teamwork especially in a diverse work environment, there is the possibility that employees will work together regardless of their controversies. This has been shown to increase cooperation and cohesion. Reports have shown that in organisations that lack teamwork, there is the possibility of workplace disharmony (Froebel and Marchington, 2015).

2.3 Employee Performance in Organisations

Employee performance is considered a full productivity measure, which can be determined directly (Sylverson, 2011). However, it is considered as a significant factor that wholly underlines organisational efficiency and effectiveness (Gopal and Murali, 2016). In this context, efficiency is a state of internal processes (doing things the right way), while effectiveness is a measure of external processes (doing the right things) (Nedelko and Potocan, 2017). Thus, employee performance captures how effective and efficient labour input has been in the organisation. Hence, employee performance relates to the effective and efficient use of resources by the employees in the organisation.

Employee performance is an assessment of the efficiency of a worker or group of workers. In actual terms, it is a component which directly affects the organisations’s output (Onyekwelu and Nwosu, 2021). It may be evaluated in terms of the output of an employee in a specific period of time. Typically, the performance of a given employee is usually assessed relative to an average output for employees doing similar work. It can also be assessed according to the number of units of a product or service that an employee handles in a defined time frame. Employee performance can also be said to be the ratio of output produced by the organisation and the resources consumed in the process. The output is the quantity and quality of goods or services produced by the organisation, and input refers to the quantity of resources such as labour, material, physical facilities, technologies, energy and time consumed for the production or in the service process. Thus, employee performance can be improved by increasing the

outputs, keeping the inputs constant, or by giving the same quality of outputs with reduced inputs, or by increasing outputs and at the same time reducing inputs (Nwachukwu, 2016).

2.4 Theoretical Framework

The theoretical leaning of this study is the Social Exchange theory and Conflict Management theory. This theory was considered relevant to establishing the effect of organisational harmony on employee performance based on their propositions. The Social Exchange theory propounded by George Homans, 1958 is a psychological and sociological perspective theory that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory stated that social exchange is the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. Furthermore, the social exchange theory explains that responsibilities are created by a sequence of exchanges between persons who are in a reciprocal interdependent relationship. This exists in organisations between the employer and the employee. Hence, the idea behind the social exchange theory is that human conduct or social contact is developed on an exchange of activity, both real and intangible, especially in terms of rewards and costs (Homans, 1961). This is similar to the interaction between superiors and subordinate or employers and employees. Through this, the social exchange theory explained that relationships develop over time into trustworthy, loyal, and reciprocal commitments as long as the parties follow specific exchange norms' (Armstrong, 2012). The theory is relevant to this study given that it supports the existence of organisational harmony which is the result of an effective social exchange between employers and employees. The social exchange of values between the employer and the employee underlines the existence of organisational harmony. This is supplanted on trust, loyalty, and respect for reciprocal commitments which when missing, can lead to organisational disharmony.

2.5 Empirical Review

Various pieces of empirical literature abound on the relationship between organisational harmony and employee performance in Nigeria and internationally utilizing different methodologies and reporting various findings. In a study, Ozoekwe and Konya (2021) examined workplace harmony and leadership effectiveness in manufacturing companies in Port Harcourt, Rivers State Nigeria. The researchers adopted a cross sectional research design. Primary data was generated through structured questionnaire. The population of the study was 253 managers and supervisors from 25 manufacturing firms in Port Harcourt, Rivers. A Sample size of 155 respondents was calculated using Taro Yamane's formula. Spearman's rank order (rho) correlation coefficient was utilized in testing the stated hypotheses with the aid of Statistical Package for Social Sciences (SPSS). The finding of the study revealed a significant relationship between workplace harmony (collaboration, teamwork and goal-attainment) and manufacturing companies' productivity in Port Harcourt, Rivers State, Nigeria.

Also, Miidom, Dyke-Ebirika and Tidjoro (2021) examined workplace harmony and authentic leadership. The researchers explored extant literature and found that ethical transformational qualities help authentic leaders in enhancing workplace harmony. Furthermore, inspiring motivation was another mechanism to improve workplace harmony. The researchers found that

balanced distribution of information as well as leadership transparency improves workplace harmony. This enhances authentic leadership. The researchers concluded that authentic leadership enhances workplace harmony through applications of social exchange theory. In line with that, Nwinyopugi and Okere (2019) examined position power management and workplace harmony in the construction sector in Rivers State. Primary data were collected using questionnaire administered on randomly selected workers of some construction firms in Rivers State. Descriptive and inferential statistics were used to analyze the data generated. Spearman Rank Order Correlation Coefficient and t - test were used to test the hypotheses of the study. The study findings revealed that coercion, delegation, responsiveness and consultation have no significant relationship with strike frequency and grievance. It also revealed that leadership and organisational culture have moderating effects on workplace harmony. The researchers further revealed that though coercion, delegation, responsiveness and consultation have no significant effect on strike frequency and grievances but it impacts positively on workplace harmony depending on their application.

Furthermore, Onyeizugbe, Aghara, Olohi, and Chidiogo (2018) examined the extent of relationship that exists between industrial harmony and employee performance in selected Food and Beverage firms in Anambra state. Specifically, the researchers sought to ascertain the extent of relationship that exists between joint consultation and employee engagement in selected Food and Beverage Firms in Anambra State; and to determine the extent of relationship that exists between industrial democracy and employee loyalty in selected Food and Beverage firms in Anambra State. The researchers employed correlation and survey research design. The population of the study was 390 employees of five selected Food and Beverage firms in Anambra State, Pearson product moment correlation was used to analyze the data collected. The findings revealed that there is a very strong significant and positive relationship between joint consultation and employee engagement, and there is a very strong positive relationship between industrial harmony and employee performance.

Similarly, Taskiran, Cetin, Ozdemirci, Aksu and Istoriti (2017) examined the effect of organisational harmony on job satisfaction. Hierarchical regression analysis was applied to the data, which was obtained from the study conducted on 181 employees working in a private hospital in Istanbul. The result of the analysis showed that value-culture variation in which employees will have the highest job satisfaction is the traditionalist/conservative values-clan culture. The second most successful value-culture variation on job satisfaction is the impulsive/hedonistic values-adhocracy culture. In other words, the researchers predicted that job satisfaction will be high when an employee with traditionalist/conservative values works in an organisation where clan culture is important and an employee with impulsive/hedonistic values works in an organisation where adhocracy culture is important. Again, Nkiinebari (2015) examined employee engagement and workplace harmony in Nigeria Civil Service. The researcher attempted to examine the extent to which employee engagement as a non-financial incentive can significantly influence the degree of workplace harmony in the Nigeria civil service. The sample of 400 employees was randomly drawn from 10 ministries in the Rivers State Civil Service, Nigeria. Structured questionnaire items were administered on the sampled respondents and data gathered were tested using the Pearson Product Moment Correlation statistics for relationship in the hypothesis one as well as the independent t-test analysis for test of influence of the hypothesis two. Results revealed the existence of a significant relationship and influence of the variables of employee engagement on workplace harmony in the studied

sector. The results showed that employee engagement is a critical non-financial incentive that has significant relationship on workplace harmony.

Nwokocha (2015) examined the role of employers in enhancing industrial harmony in organisations with a focus on private sector organisations in Nigeria. The researcher posited that conflict is inevitable in all organisations and, as such, the employer who has the responsibility of making major organisational policies to achieve corporate objectives must play a dominant role in ensuring industrial harmony. The researcher exposed some of the factors that undermine industrial harmony and productivity in private sector organisations to include leadership behaviour, lack of effective communication, work environment, and non-recognition of trade union as a bargaining party. The researcher explicated that productivity and growth are not fully enhanced because of management practice of exclusionism, poor labour-management policies, and dehumanization of work environment. As panacea to mitigate conflict and promote a culture of harmony that will achieve organisational goal, the researcher proposed that management of private sector organisations in Nigeria should fashion out a framework of joint committee/expanded collective bargaining, create work culture that is based on collaboration and team work, initiate participatory management and develop and restructure an effective communication process.

3.0 METHODOLOGY AND DESIGN

3.1 Research Design

The research design for this study was descriptive design. This study's design is hinged on the research philosophy of positivism that permits suppositions and associations to be obtained from sensory knowledge that can be interpreted through logical means and leads to the generation of an authoritative evaluation. Through this, there is the observation of occurrences to generate credible data from diverse sources leading to the establishment of required data for significant hypothetical statement analysis. The study area is Akwa Ibom State, with focus on the Akwa Ibom State University.

3.2 Population of the Study

Current employees' statistics indicates that the university has in its employ, a total number of 1497 academic and non-academic workers (Akwa Ibom State University Human Resources Department 2023). Thus, the population of this study was One Thousand Four Hundred and Ninety-Seven (1497).

3.3 Sample and Sampling Technique

The sample of this study was derived from the population of the study. The sample of the study was determined using the Taro Yamane formular. This is given as

$$\text{Sample size} = n = \frac{N}{1+(Ne)^2}$$

Where:

N = sample size

$N = \text{population size} = 1,497$

$e = \text{margin of error} = 5\%$

$$\text{Sample size} = n = \frac{1497}{1+(1497 \times 0.05)^2}$$

$$\text{Sample size} = n = \frac{1497}{1+(1497 \times 0.0025)}$$

$$\text{Sample size} = n = \frac{1497}{1+3.7425}$$

$$\text{Sample size} = n = \frac{1497}{4.7425}$$

Sample size, $n = 315.66 = 316$

The sample size for this study was 316 employees at the Akwa Ibom State University.

The sampling technique that was adopted in this study was the convenience sampling technique. The researcher employed convenience sampling based on the ease of access to the employees in Akwa Ibom State University due to geographical proximity and consent provided.

3.4 Nature and Sources of Data

The data for this study were both primary and secondary data. The primary data was required for the purpose of analysis and findings towards answering the research questions, testing the research hypotheses, and attaining the research objectives. The primary data was sourced from the field through the use of the research questionnaire developed by the researcher. On the other hand, the secondary data sources included books on management and public administration, and journal articles, other types of publications like essays, memoirs, blog articles, newspaper opinions and op-ed, and other online materials derived from verified and authentic websites.

3.5 Models Specification

In this study, regression models were used in the analysis of effect relationships between the dependent and independent variables in this study. These independent variables included effective communication (EFFC) and teamwork (TEAM). The dependent variable is employee performance (EMPP). These are specified in regression equations for each of the research hypotheses earlier stated in this study.

Model 1:

This model represents variables in hypothesis one, which is restated below:

H01: Relationship between effective communication and employee performance in Akwa Ibom State University is not significant.

$$EMPP = \alpha_0 + \beta_1 EFC + \mu_1 \quad \text{Equation 3.1}$$

Where:

α_0 is the regression constant factor

EMPP = Employee Performance in Akwa Ibom State University (Dependent variable)

EFC = Effective Communication (Independent Variable)

β_1 is the regression coefficient or intercept

μ_1 = error term.

Model 2:

This model represents variables in hypothesis two:

H02: There is no significant relationship between teamwork and employee performance in Akwa Ibom State University.

$$EMPP = \alpha_0 + \beta_1 TEAM + \mu_1 \quad \text{Equation 3.2}$$

Where:

TEAM = Teamwork (Independent variable)

3.6 Data Analysis Technique

For the purpose of data treatment in this study, descriptive and inferential statistics were used. In particular, regression analysis technique was used to establish the nature and degree of relationship between the variables of organisational harmony and employee performance in Akwa Ibom State University. Also, correlation analysis technique was used in establishing the degree of association between effective communication, teamwork, and training of employees and employee performance in Akwa Ibom State University. This was done using the Statistical Package for Social Sciences (SPSS) statistical software version 22.

4.0 ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Descriptive Analysis of Variables

The dependent variable in this study is the employee performance (EMPP), while the independent variables are effective communication (EFC), and teamwork (TEAM), the descriptive analysis results of the variables are presented in Table 1.

Table 1: Results of Descriptive Analysis of Variables

	EFFC	TEAM	EMPP
Mean	3.3082	3.3507	4.0479
Median	3.2000	3.2000	4.0000
Mode	2.80	2.80	4.00
Std. Deviation	.59136	.66028	.46588
Skewness	.633	.649	-.761
Std. Error of Skewness	.140	.140	.140
Kurtosis	-.575	-.181	2.051
Std. Error of Kurtosis	.278	.279	.278
Minimum	2.00	1.80	2.20
Maximum	5.00	5.00	5.00

Source: Researcher’s Computation (2023)

The variable EMPP has the highest mean value at 4.05, while the variable EFFC had the lowest average, which is 3.31. On the level of variability of the variables, the standard deviation values of 0.47, 0.59, 0.66, 0.66 and 0.59 for EMPP, EFFC, and TEAM, respectively shows that there is a fair level of spread in the distribution of the variables. This implies that all the variables may possess similar variability properties. On the degree of asymmetry of the variables as indicated by skewness values, all but one of the variables in the study showed that their distribution is positively skewed. These variables are EFFC, and TEAM, with skewness values of 0.633, and 0.649 respectively. This implies that their asymmetry tilts to the right side of their mean values. The independent variable, EMPP exhibited negative skewness with a skewness value of -0.761. Since, all the kurtosis values for all the variables are less than 3, the shape of each of the distribution can be said to be platykurtic. This implies a flattened distribution for every variable in this study, and an indication of the presence of tails in the distribution of the data of the variables.

4.2 Correlation Analysis of the Variables

The result of the correlation analysis is presented in Table 2:

Table 2: Results of Correlation Analysis of Variables

Variables	EFFC	TEAM	EMPP
EFFC	1.00		
TEAM	0.931	1.00	
EMPP	0.273	0.363	1.00

Source: Researcher’s Computation (2023)

Table 4.10 shows that the degree of association based on the bivariate correlation coefficient obtained for EMPP, EFFC, and TEAM, The results shows that there is no multicollinearity issues between each of the independent variables and the dependent variable. This is because the correlation coefficient between EFFC and EMPP is 0.273, and TEAM and EMPP is 0.363,. These are low correlation coefficients, hence it can be stated that there is no multicollinearity problem in the variables in the study.

4.3 Inferential Statistics Analysis

4.3.1 Effective Communication and Employee Performance in Akwa Ibom State University

This was captured in hypothesis one, which states that ‘there is no significant relationship between effective communication and employee performance in Akwa Ibom State University. The results of the above hypothesis are summarized in Table 3.

Table 3: Results for the Testing of the Hypothesis One

EMPP = 3.336 + 0.215EFFC
T-stat. = (22.803) (4.939)
Prob. = (0.000) (0.000)
R = 0.273
R ² = 0.075
F-stat = 24.392
Prob. (F-stat) = 0.000
Durbin-Watson Stat. = 1.502

Source: Researcher’s Computation (2023)

Table 3 shows that the dependent variable, employee performance (EMPP) will remain positive at an average of 3.336 units if the independent variable, effective communication (EFFC) is held constant. Similarly, a unit increase in the level of effective communication (EFFC) will lead to an increase of 0.215 units in employee performance (EMPP) in Akwa Ibom state university. This positive relationship between effective communication (EFFC) and employee performance (EMPP) is statistically significant with a computed t-statistic value of 4.393 and a probability value of 0.000. The correlation coefficient, R value of 0.273 shows that there is a moderate positive correlation between employee’s performance (EMPP) and effective communication (EFFC). Again, the coefficient of determination (R²) value of 0.075 indicates a low predictive power of the independent variable, effective communication (EFFC) to explain only 7.5% of the variations in the dependent variable employee performance (EMPP). This indicates that 92.5% of the variations in the dependent variable can be attributed to other factors or variables other than effective communication (EFFC). This is given as the error term. Again, the Durbin-Watson statistic value of 1.502 obtained is an indication of the absence of autocorrelation, since this is very close to 2, using the rule of thumb.

Finally, with the obtained computed F-statistic value of 24.392 and probability value of 0.000, this model for this hypothesis is said to have goodness-of-fit. Based on this, and as the computed F-statistic value of 24.392 is greater than the critical or tabulated F-statistic value of 3.87 (F1, 304), and the probability value of 0.000, the null hypothesis will fail to hold, and is rejected. The alternative hypothesis which states that there is a significant relationship between effective communication and employee performance in Akwa Ibom State University is accepted.

4.3.2 Teamwork and Employee Performance in Akwa Ibom State University

This was captured in hypothesis two, which states that ‘there is no significant relationship between teamwork and employee performance in Akwa Ibom State University’. The results of the above hypothesis are summarized in Table 4.

Table 4: Results for the Testing of the Hypothesis Two

EMPP = 3.191 + 0.255TEAM
T-stat. = (24.830) (6.774)
Prob. = (0.000) (0.000)
R = 0.363
R ² = 0.132
F-stat = 45.883
Prob. (F-stat) = 0.000
Durbin-Watson Stat = 1.552

Source: Researcher’s Computation (2023)

Table 4 shows that the dependent variable, employee performance (EMPP) will remain positive at an average of 3.191 units if the independent variable, teamwork (TEAM) is held constant. Similarly, a unit increase in the level of teamwork (TEAM) will lead to an increase of 0.255 units in employee performance (EMPP) in Akwa Ibom state university. This positive relationship between teamwork (TEAM) and employee performance (EMPP) is statistically significant with a computed t-statistic value of 6.774 and a probability value of 0.000 at 5% level of significance. The correlation coefficient, R value of 0.363 obtained showed that there is a moderate positive correlation between employees’ performance (EMPP) and teamwork (TEAM). Again, the coefficient of determination (R²) value of 0.132 indicates a low predictive power of the independent variable, teamwork (TEAM) to explain only 13.2% of the variations in the dependent variable employee performance (EMPP). This indicates that 86.8% of the variations in the dependent variable can be attributed to other factors or variables other than teamwork (TEAM). This is given as the error term. Again, the Durbin-Watson statistic value of 1.552 obtained is an indication of the absence of autocorrelation, since this is very close to 2, using the rule of thumb. Finally, with the obtained computed F-statistic value of 45.883 and probability value of 0.000, this model for this hypothesis is said to have goodness-of-fit. Based on this, and as the computed F-statistic value of 45.883 is greater than the critical or tabulated F-statistic value of 3.87 (F1, 304), and the probability value of 0.000, the null hypothesis will fail to hold, and is rejected. The alternative hypothesis which states that there is a significant relationship between teamwork and employee performance in Akwa Ibom State University is accepted.

4.4 Discussion of Findings

Effective communication has a positive and significant relationship with employee performance in Akwa Ibom State University. This implies that an increase in the level of effective communication will lead to an increase in the level of employee performance in the university. Conversely, a decrease in the level of effective communication will also lead to a decrease in the level of employee performance in Akwa Ibom State University. This finding aligns with the findings in Onyeizugbe et al (2018) who reported that industrial harmony is

fostered through increased employee engagement through effective communication. This is an indication of the importance of effective communication in organisational harmony since it ensures that there is adequate flow of the right information from the top to bottom. This shuts out informal sources of information, especially the grapevine. Furthermore, this ensures that conflicts or disharmony would not arise in the organisation from rumours and hearsays which are usually false and half-truths.

Collaboration between members of the organisation is known to foster unity and understanding. It also ensures that members of the organisation stay focused on the goals of the organisation without seeking to superimpose their individual interests over the general interests of the organisation. Based on this, teamwork showed a positive and significant relationship with employee performance in Akwa Ibom State University. This implies that increased depth of teamwork will invariably lead to an increased level of employee performance in the university, all other things being equal. On the other hand, a decreased level of teamwork will also lead to a decline in the level of employee performance in the university. This finding conforms to the findings in Ozoekwe and Konya (2021) who reported that a significant relationship exists between workplace harmony (collaboration, teamwork and goal-attainment) and performance of employees in manufacturing companies' in Port Harcourt, Rivers State, Nigeria. Based on this, teamwork, an indication of organisational harmony positively and significantly influence employee performance in an organisation.

5.0 CONCLUSION AND RECOMMENDATIONS

Organisational harmony in an organisation is an indication of the absence or occurrence of conflicts, disagreements and frictions between employees, and at the same time between employees and the management of the organisation. As such, organisational harmony ensures that there are no distortions in the flow of work and operations in the organisation. This implies that both the employees and the management at all levels are working together and not at cross-purposes. To ensure that this exists, management creates certain policies and programmes that maintain harmonious working relationships for the purpose of pursuing and attaining the goals of the organisation. These may include effective communication, and teamwork.

Empirically, effective communication is an indication that when there is proper flow of communication albeit formally in organisation, there is the maintenance of organisational harmony. With the satisfaction that all the information in the organisation are available to them at the right time and through the proper channels, the employees are at ease with both management and with other employees. This enhances harmonious relations and in turn influences growth in the performance of the employees. Where there is ineffective communication, there may be the likelihood that actions such as industrial actions, protests, and misconceptions are premised on rumours and inaccurate information that flows vertically and horizontally from the grapevine and other informal channels. With this, the focus becomes disruption rather than cohesion. When this happens, there is the possibility of disruptions to employee performances since many of the employees would align themselves to interests that are inimical to the attainment of the growth of the organisation. This makes the existence and promotion of effective communication to assist in the maintenance of organisational harmony and in the process influence increased employee performances in organizations.

Again, the positive and significant relationship between teamwork and employee performance underlines the importance of collaborations and availability of equal opportunities in instilling organisational harmony in organizations especially public ones. Collaborations and equal opportunities to participate in organisational tasks and projects ensure that the belongingness of every member of the organisation is accommodated by the management. This passes an important message that the organisation believes in their employees and is ready to give them those opportunities from time to time to contribute more to the organisation. Aside from the motivating aspect of this, there is also an increasing level of it influencing the employees to commit more to the general or common goal. This creates both trust and dependence, which invariably influences the performance of organizations positively. By this, it can be stated that a significant relationship exists between organisational harmony and employees' performance in organisations.

In line with this, the following recommendations are made:

- i. There is need for sustenance of the formal communication channels in the university to ensure effective communication. This will foster organisational harmony and enhance employee performance. This is because of the positive and significant relationship between effective communication and employee performance.
- ii. Collaborative efforts that involve different teams should also be sustained through university projects and other assignments, and this should be based on equal opportunities for all staff. This is because of the capacity of teamwork to positively and significantly enhance the performance of the employees in the university.

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42-49	
50 years and above	

3. Marital Status

Status	Response
Single	
Married	
Separated/Divorced/Widow	
Living with a partner	

4. Educational Qualification

Ordinary-level	
Advanced Level	
Bachelors/HND	
Masters and other Higher Degrees	

5. Number of years of work experience in Akwa Ibom State University?

Less than 5 years	
5-10 years	
11-15 years	
Above 15 years	

6. Staff Designation

Non-academic Staff	
Academic Staff	
Contract	

PART B

RESEARCH STATEMENTS

Please complete with a tick (✓) in the appropriate box based on your perception of the “The effect of Organisational Harmony on Employee Performance in Akwa Ibom State University”.

ITEM CODE	RESEARCH STATEMENTS/ITEMS	Strongly Agree (SA)	Agree (A)	Undecided (UD)	Disagree (D)	Strongly Disagree (SD)
EFFC	EFFECTIVE COMMUNICATION IN AKWA IBOM STATE UNIVERSITY					
EFFC1	There is poor top-down communication in the university.					
EFFC2	Many of the industrial disputes in the university did not result from poor communication between manage					

EFFC3	Workers in the university have and get relevant information to their jobs consistently.					
EFFC4	The informal channels for the dissemination of information in the university especially the grapevine is effective than the formal channels.					
EFFC5	Interaction and exchange of information between management and workers in the university is not at the expected level.					
ITEM CODE	RESEARCH STATEMENTS/ITEMS	Strongly Agree (SA)	Agree (A)	Undecided (UD)	Disagree (D)	Strongly Disagree (SD)
TEAM	TEAMWORK IN AKWA IBOM STATE UNIVERSITY					
TEAM1	There have been reports of disagreements in collaborative efforts among committee or team members in the university.					
TEAM2	The ethnic differences among the workers in the university are a stumbling block to achieving goals.					
TEAM3	Regardless of the diverse work environment, there is increased cooperation and cohesion among workers in the university.					
TEAM4	Academic and non-academic staffs have collaborated on successful projects in the university.					
TEAM5	Different departments or units are known to collaborate effectively and efficiently in the delivery of projects in the university.					
EMPP	EMPLOYEE PERFORMANCE IN AKWA IBOM STATE UNIVERSITY					
EMPP1	The quality of graduates from the university has improved tremendously in the past ten (10) years.					
EMPP2	Recent commendations of the workers in the university from the Vice Chancellor is an indication of improved performance					

EMPP3	There is no evidence showing that that internally generated revenue of the university has increased in recent times.					
EMPP4	Expectedly, the ranking of the university among state universities in Nigeria has shown improvement in the last ten (10) years.					
EMPP5	There are reports showing that the number of graduates in the university has been on the increase in the last ten (10) years.					