Impact of Organisational Behaviour on Firm Performance: Selected Health Care Institutions in Nigeria

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Abstract: Examined in this paper is the impact of organisational behaviour on firm performance, focusing on the hospital as an organisation. The organisation doesn't exist without the people, and the people do not exist without conduct or the other, which is a massive determinant to achieving organisational goals and objectives. These processes and actions called behaviour, could either be individualistic or group and optimistic (organisational citizenship behaviour) or negative, which affects the performance or the output of the organisation; hence organisational citizenship behaviours are encouraged. Secondary data sourced through textbooks, internets, journals and articles were used for this study. The findings established that organisational behaviour has an impact on organisational performance, especially in hospitals. Meanwhile, it was recommended that positive action be taught, appreciated and encouraged among people at work to foster set corporate objectives.

Keywords: Organisational behaviour, organisational performance, hospital, action, goals, corporate objective

1. Introduction

Organisations, though different in sizes and structures, are all set for achieving goals and objectives. As organisations differ in what they do so also are their goals and objectives. To attain the set goals, organisations need people to drive the process of which these individuals come on board with their different dispositions and attitudes. Nelson and Quick (2019) contend that an organisation has four internal components: task, technology, structure and people. Out of these components, people are central to all. Researchers (Nelson and Quick, 2019) further opined that people or human resources in the organisation have behaviour as individuals and as a group, hence studying people’s behaviour at work. Mullins and Christy (2016) argued that people are the primary resource of any organisation. Therefore, individuals and groups actions that could be positive or negative must be understood, predict and control to improve organisational performance and effectiveness. In relative terms, Scandura (2018) posited that firm behaviour is of immense importance because it can yield some outcomes like performance, work-related attitude, employee well-being, motivation and employee withdrawal. Furthermore, the dramatic change witness in organisations as a result of work/cultural diversity, ageing employee, usage of the temporary workforce, technological advancement, global competition, increase work flexibility, employment options and the likes has brought about the need for business owners and managers to understand the behavioural trend and deploy organisational behavioural concept for optimal performance of the firm (Robbins &Timothy, 2016). However, Nelson and Quick (2019) opined that the study of human behaviour contributed to different courses like Psychology, Anthropology, Engineering, Sociology, Management and Medicine, which makes it multidisciplinary.

Based on the importance of organisational behaviour (OB), the study investigates the impact of organisational behaviour on organisational performance, focusing on Nigeria’s health care institution. Likewise, in future which is already here, the study aims to draw the focus of researchers towards the importance of the subject in the discussion as it determines the success and failure of every organisation.

However, health institution as defined by Law insider dictionary is an organisation that primarily has a purpose of care and treatment of patients or promotion of public health of which could be the hospital, nursing home, convalescent home, maternity home, health centre, dispensary or other body where health or other medical services are rendered. In the relative vein, Encyclopedia of Bioethics explained health institution to be the hospital, a nursing home, a rehabilitation facility, or another such single-site entity where people work at different capacities and have leaders who direct their affairs like hiring, firing and setting of policy. Considering the earlier definitions, health care services are provided in health institutions no matter what they are called, be it a hospital, nursing home, dispensary and so on. However,
according to the Encyclopedia of Bioethics' meaning, this cannot be achieved without the help of the people who are the employees.

Focally, the hospital being one of these health institutions, as argued by Jones (2015), is fundamentally different from other services providers. It is a set of special rites of both existential and physical. Meanwhile, according to her, it is part of everyday life where parents, older people, children, and people with the illness are catered for. Furthermore, it was also posited by (Harold, 2008) that hospital is an institution erected, staffed and equipped for investigation, teaching, diagnosis of illness and diseases, treatment of the sick and injured using both medical and surgical. While going through this process, such is being housed. However, WHO (2009) posited that the hospital could be a general hospital, specialized hospital, primary health centre, and it could also be a district/first-level referral hospital. On the other hand, since it is an institution of its own, (WHO, 2009) posited that professionals like physicians/doctors, midwives, nurses, pharmacists, dentists, and other healthcare providers, including community health workers are found to be employees of the organisation. However, (Harold Scarborough, 2008) argued that although the modern-day hospital has facilities for the outpatient and psychiatric, emergency and rehabilitation services but not limited to that, there are now bedless hospitals that provide ambulatory care and surgery.

Meanwhile, Nigeria according to World Health Organisation [WHO] in 2016 has a population of 185 990 000 which made her stands as the most populous country in the continent of Africa and a life expectancy at birth male/female of 61/64 as at 2019. Although being a populous country, the amount of Gross Domestic Product (GDP) expended as of 2014 was 3.67 per cent of the whole national GDP, which one could say is relatively low. However, according to a Market Study Report on Nigerian Sector by Pharm Access Group (2015), Nigerian health care system is in Primary, Secondary and Tertiary level of which the local government man the affair of the primary while the state is made to be responsible for the secondary health care and the Federal government do not only responsible for the tertiary but also make policy, regulate and perform overall management of the institution. Contrary to expectation, Nigerian health care has experienced a downward movement with a high level of inadequate personnel, structure, equipment, and not minding how well placed she is in the continent (Welcome, 2011). Corroborating this fact, WHO argued that the nation Nigeria has the largest capacity of health personnel in Africa, but yet this density of workers is still inadequate to deliver essential health services of which one of the major causes of this inadequacy is high migration of these health practitioners to foreign lands and the available is found to be concentrated in the urban tertiary health care centres. However, Welcome (2011) expressed that the Nigerian government has put many reforms to tackle this declining state of the country's health institution. Still, they are yet to be in use or implemented by the state and local governments.

Succinctly put, it can be said from the preceding that the performance or the state of the health institution in Nigeria is not farfetched from the action and inaction of the people within (employees) and without (Government/Policy Makers) of the organisation.

To follow this segment is the definitions of terms (organisation, performance and organisational behaviour), concept and variables to measure the organisation's performance. After that, the kinds of literature investigating the impact of organisational behaviour on organisational performance will be reviewed after the hospital’s modelling organisational behaviour. Finally, there will be a conclusion with the gap identified in the literature.

2. Literature Review

2.1. Definition of Organisation

Several authors and individuals have tried to defined and explained what the organisation is. Of course, the different definitions and views have been based on individuals' perspectives and experiences. The different ways of defining the issue could be because it (organisation) varies in rules, sizes, goals, forms, behaviours, functions and activities. From the view of Ferdous (2016), an organisation is a consciously coordinated social entity, with a relatively identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or set of plans. Ferdous sees to establish that organisation is a social system or entity which is coordinated consciously or deliberate. Corroborating it is the (Business Dictionary, 2020) that defines an organisation as a social unit of individuals, regularly organized and able to meet the collective objectives' needs continuously. However, Opensax (2019) said an organisation is a group of people deliberately formed to serve a purpose through structured and coordinated goals and plans. Asserting the 'structure' element as said by Opensax is (Priyakshi, 2020) who said the organisation is the structural framework of duties and responsibilities required of personnel in performing various functions to achieve business goals. Going by the previous definitions and meanings given so far, it can be established that no description or meaning gives it all, as there are elements or factors not considered in one definition but found in another opinion. However, this paper will consider the meaning of the organisation as an integrated group of persons who differs in dimensions of interest, preference and knowledge but consciously coordinated to perform complicated tasks under a specified set of rules in the interrelated and reasonable structured system (patterns of relationship) to accomplish stated objectives and goals.

2.2. Organisational Behaviour

Organisational behaviour (OB) as defined by Brooks (2009) is the study of human behaviour in organisational contexts, focusing on individual and group processes and actions. From the definition, it is evident that man’s behaviour when acting alone may differ when in a group. Supporting this same view is Mullins and Christy (2010). They opined that organisational behaviour is concerned with studying the behaviour of people within a corporate setting. Simultaneously, Nelson and Quick (2019) analysed individual behaviour and group dynamics in organizations.
Furthermore, McShane and Von Glinow (2018) said OB is the findings into what people think, feel, and do in and around organizations. However, the said organisational behaviour is limited to the corporate setting as it may differ outside the organisation. The action is employment related to absenteeism, productivity, employment turnover, work, human performance, and so on (Robbins & Timothy, 2016). The duo further argued that OB has to do with what the people do and how it affects the outcome of the organisation and of such, it should be studied in relative to Interpersonal communication, group structure and process, change processes, Motivation, Leaders’ behaviour, attitude development and perception, conflict and negotiation, work design and the likes. Meanwhile, a proper understanding of OB will help an individual or group to work well with others, accomplish both organisational and personal goals, satisfy curiosity, predict future events, reduce anxiety, correct false common sense and adopt more accurate personal theories (McShane & Von Glinow, 2018).

2.3. Organisational Performance

As put forth by Fadeyi, Maduenuyi, Oke, and Ajagbe, (2015) and supported by Jenatabadi (2015) that organisational performance is one of the most debated issues among various theorist and researchers though being a frequent concept in empirical reviews, its definition is still tricky because of its diverse connotation that gives no room to an agreeable universal definition. However, Organisational Performance (OP) is the effective coordination of an organized group that has performed a specific task to yield an outcome (Agwu, 2016). In the same vein, (Aka, 2017) opined that OP is the organisation’s effectiveness and efficiency. It is effective when the goal or task set is achieved and efficient when the resources are well utilized or maximized. Corroborating this view is (Kaldeen, Samsudeen, & Hassan, 2020) who said organisational performance is the attainment of targeted level through an individuals or group's effort within the organisation.

On the other hand, Muller, Smith, and Lillah, R. (2018) and Sonnentag (2003) put forth that OP is a multidimensional concept of both task and contextual. Sonnentag (2003) explained that while the task is seen as what individuals or a person do or perform to contribute to the organisation's technical core, the contextual is perceived to be work was done that does not add to's the technological heart but support the organisation.

Furthermore, Greenberg (2011) defines performance as a set of financial and non-financial indicators that offer information on the degree of achievement of objectives and results. However, Martinelli (2001) posits that performance is the measure of an organisation’s state or the outcomes that result from management decisions and the execution of those decisions by employees of the organisation. Judging the two definitions of performance above, it can be concluded that performance is how well a set task is achieved.

2.4. Measures of Organisational Performance

To conclude that an organisation perform, a measure has to be put in place or introduced, and this may be different from place to place as an extra dimension to it plays out. In the light of this, Sinding and Waldstrøm (2014) said OP measurement is a tricky enterprise while (Mullins, 2009) also contended in his work that researchers will never be able to come to term in establishing reliable, and accurate performance measure of which often time, the measure used is found to be subjective, contradictory and vague. However, (Fadeyi et al, 2015) in their work view organisational performance measurement as Return on Equity (ROE), Revenue growth, Return on Sale (ROS) Sales growth, Market Share, Return on Asset (ROA) Export Growth, Profitability, Gross Profit, Return on Investment (ROI), Stock Price while (Kaldeen et al, 2020) posited that aside financial indicators (profit maximization, sales growth, cost reduction and turnover rate) and non-financial indicators (employee retainment, product development, customer satisfaction and new competence) which are often used traditionally by researchers, other indicators like human resource, marketing performance and innovation should also be used to measure organisational performance. In the view of Brooks (2009), organisational performance should be measured not only using financial measure but also to include socially responsible business and ethical behaviour. However, (Fadeyi et al, 2015) argued that no single measure is adjudged to be the best or seem to be excelling the other, and the researcher should decide this (Performance Measurement).

2.5. Relating Organisational Behaviour to Firm Performance

Organisational behaviour, though human behaviour within the workspace, predicts how groups and individuals interpret events, behave, and react within the organisation (Griffin et al, 2020). However, (Griffin et al, 2020; Margie Parikh, 2010) affirms that this behaviour can be influenced by factors like organisational structure, system, roles, design, culture and process. It means individual and group behaviour within the organisation can be shaped by factors that shape the organisation’s performance. (Mullins & Christy, 2010) Further posited that nature and purpose of establishment also influence organisational behaviour. However, human behaviour is complex, logical, irrational and often difficult, it can still be controlled by the organisational reward system, leadership, communication, information flow and recognition for a better outcome (Nelson & Quick, 2019). (Peterson, n.d.) finds out that there are conflicting identities as a result of organisational behaviour based on the different structural component that is closely linked to the formal institution and diverse in culture, especially in the multinational organisation.

The duo also established that the distinctive qualities of organisational behaviour in the multinationals come from the multiple institutions and cultures. The physical and social distances the resulting organisational characteristics that distinguished these organisations from single nation organisations. This means there could be several typical behaviours in the same organisation due to cultural diversity, the organisational structure and many more. Meanwhile, in another research carried out by (Ashkanasy, n.d.), it was argued that past studies in organisational behaviour tended to ignore the relationship between physical workspace and employees’ attitudes, processes behaviour and outcome. However, they
were able to establish physical work environmental features in their work, especially in the high-density open-plan workspace, form-critical organisational variables capable of affecting behaviour, attitudes, and ultimately the behaviour affecting the performance of the workers and then the organisation. In their view, the working environment's physical setting will impact the employee's behaviour (of which this actions and attitudes could either be positive or negative) and above all, the whole output of the organisation. In another study, (Chen & Yang, 2012) found out that leadership, especially when approached from a spiritual angle, impacts employees' behaviour positively within the organisation, thereby promoting better performance and creating a conducive working atmosphere. In the same vein, a duo established that managers are vital to the organisation's success and failure; hence, a positive behaviour is expected of them (Demirtas & Akdogan, 2015). They further posited that leadership behaviour influences the employees' action and attitude for better organisational performance or otherwise. As against the general view of leaders' behaviour as proposed by earlier researchers cited in this work, (Chiaiburu & Lim, 2008) said, leaders' or managers', trustworthiness is a good predictor to good employee behaviour within the organisation.

Meanwhile, (Chiaiburu & Lim, 2008) found out that there is a positive relationship between workers' perceptions of organisational learning capability and the same employee's ethical behaviour. They also presented empirical evidence of a positive relationship between employees' self-perceived employability level and ethical conduct, producing workers' commitment to the organisation hence better organisational performance. (Lai, n.d.) concluded in their study that organisational citizenship behaviour has a significant influence on rating performance on the individual and a team of the employee.

On the other hand, (Popescu, 2019) in his study carried out at a PwC in Romania agreed to the fact that values, motivations, attitudes and beliefs influence the behaviour but not a focal point to acknowledge that the social context, i.e. the workplace alters those as mentioned earlier and has the power to change individuals' behaviour then organisational performance. In essence, the work environment can influence values, beliefs, and, above all, individuals' behaviour within the organisation. He also asserted that working in an eco-friendly environment or firm can increase workers' motivation and feelings of organisational support and amend or transform habitual behaviour to pro-ecological behaviour to the advantage of organisational performance. From another view (Malik et al., 2016), corroborating other researchers found out from the telecom firms in Pakistan that there is a strong relationship between leadership styles and organisational behaviour. Having studied three main leadership styles, they discovered that the democratic leadership style fosters more good citizenship conduct among employees than laissez-faire, thereby making organisational performance positive.

In contrast, that of autocratic style brought about lack of feelings of helping others due to its task-oriented nature and places performance otherwise. In line with these findings, (Peterson, n.d.) also found out that innovative behaviour which is increasingly essential for the firms' survival can only be effective or promoted through transformational leadership in contrast to transactional leadership.

Furthermore, (Pundt et al., 2010) established from their investigation that workers innovative behaviour can be explained with respect to social exchange between them and the organisation to produce a better outcome. In Norwegian (Espeland et al., 2012) posited that there is a strong positive relationship between cooperative leadership behaviour and organisational performance. It was said that collective action within the firm, fostered an excellent corporate performance; in other words, it will be otherwise if such behaviour is otherwise. Also, in Lagos Nigeria, ethical behaviour is a positive action that affects the organisation's performance that is positively correlated with organisational performance (Kehinde, 2010). However, empirical evidence proved that organisational citizenship behaviour contributed significantly to the organisation's effectiveness, putting it on a positive edge of performance (Podsakoff & MacKenzie, 1997). Likewise, (Emami et al., 2012) corroborated that organisational citizenship behaviour significantly impacts organisational performance. Meanwhile, they explained organisational citizenship behaviours as beneficial (Positive) behaviours to the organisations, although the reward system may not directly appreciate them in place.

Findings have shown that organisational behaviour has a direct and significant impact on organisational performance. Suppose the outcome of the effect of conduct will be positively related or adversely to the organisation. It all depends on the behavioural pattern of individuals or group(s) within the organisation.

2. Theoretical Framework

This seminar paper is the premise on theory X, and Y. Douglas McGregor propounded this theory in 1957 of which he happened to be the first person to name the idea behind the approach. The notion behind this theory is to understand how the human factor affects organisational outcomes. Meanwhile, theory X assumes that management is to take charge by directing, controlling, organizing and modifying the employee's actions and behaviour; otherwise, they might not do the needful, become passive, and even be resistant to their duty. Theory X sees people at work as lacking ambition, lack of desire to work, self-centred, gullible, and even resistant to change, therefore must be led, coerced, tight-fitted control, and so on. However, this assumed behaviour of the workers was not a result of the employee's possessed nature but from the work environment. However, theory Y view workers in contrast to theory X. McGregor (1957) proposed another approach which views human not to be passive, indolent or seeking direction but with the creation of a right work environment or setting that promote commitment to organisational objectives and provide means for the employee to be imaginative, self-directive and usage of their initiative. Meanwhile, it is being criticized that it results in abrogation of responsibility by managers.

This theory is criticized for being heavily influenced by culture as it does not consider different cultural environments and is found to be ethnocentric. Hofstede as cited Gannon and Boguszak (2013) argues that the theory Y is not universally acceptable while that of X is of high applicability in the nations with high power and high uncertainty.
avoidance. In the same side of critics, the Economist referred to in Gannon and Boguszak (2013) opined that the theory is too tough on the weaker members of the society who need guidance and are not necessarily self-starter. On the other hand, Gannon and Boguszak (2013) supported this theory as the great idea that provided a better understanding that teamwork is essential to organisational success and management equality in the workplace. In like manner, they see it as a scientific inquiry into management that is still relevant today.

Consequently, this paper considers this theory suitable as it caters to the need to pay attention to employees' behaviour, control, and influence towards attaining organisational goals and objectives.

3. Conceptual Framework

A conceptual framework in this study identifies both independent variables and dependent variable. The independent variables refer to the internal organisational factors, which is the behaviour of the firm itself. Meanwhile, organisational performance is the dependent variable hypothesized to be affected by OB's dimensions.

Having reviewed the impact of organisational behaviour on organisational performance; generally, there is a need to streamline it to a targeted organisation hence the health sector (hospital). (Bahrami et al., 2013) researched some hospitals in Iran, and the result gave a piece of evidence that gender and individual differences influence employees' behaviour and in turn, impact the organisational outcome. In relative terms, (Subhadra Bandhu, 2012) concluded that promoting better motivating factors like promotion, pay and supervision factors among the university hospital executives in Thailand will bring about job satisfaction and promote organisational citizenship behaviour as the reciprocal reaction without a doubt will yield an encouraging organisational performance. Agreeing with it is the research carried out in Taiwan Regional Hospital. It was discovered that job satisfaction, job involvement, procedural justices and supervisor support had noticeable effects on the nurses' citizenship behaviours and yielded an encouraging hospital performance (Chu et al., 2005). In like manner, (Kolade et al., 2014) from their studies carried out in Nigerian hospital, posited that development of suitable organisational climates such as additional reward, promotion, recognition and the likes, will facilitate OCB and thereby promote a positive organisational image as a result of extra positive discretionary work-related services rendered by the employees which in turn will better performance of the organisation. Also, in Shahid Sadough Hospital in Yazd, Iran, it was observed that there is a significant relationship between organisational behaviour and the hospital productivity even though, the employee behaviour is said to be improved when there is any policy that brings about a better organisational justice perception and in return increases health sector outcome (Bahrami et al., 2014). Corroborating behaviour being influenced by perceived organisational justice is the work of (Keyvanar et al., 2014). They opined that organisational justice is positively related to organisational behaviour, thereby encouraging whatever will foster OCB amidst the nurses in the hospital establishment. However, (Kim et al., 2012) opined that organisational citizenship behaviour has a mediating impact on the relationship between work integration and Korean hospital nurses turnover intention. Therefore, they suggested that strengthening of OCB will facilitate job embeddedness and reduce employee turnover intention.

Meanwhile, in Tehran Iran, (Salimi et al., 2013) found out from both public and private hospitals that appropriate policies and strategies will better organisational behaviour thereby fostering job involvement, leading to improved hospital performance. Not farfetched from it, (Jahani et al., 2018) posited in their descriptive study of Korea's organisational behaviour that perceived corporate support would aid an organisational citizenship behaviour among hospital nurses.

Furthermore, to achieve organisational (hospital) set goal, a form of powerful and positive action should be encouraged among employees. This is more influential and overall causes organisational effectiveness (Jahani et al., 2018). Furthermore, (Kılıç & Ulusoy, 2014) found out that there is a positive relationship between organisational citizenship behaviour and employee performance, which affects the organisation's overall performance. Meanwhile, the findings are not also different in Nigeria. In a government-owned medical centre in Edo State, there is a strong positive relationship between organisational citizenship behaviour and good hospital performance (Igudia & Ohue, 2018).

4. Conceptual Model

The conceptual model for the study is presented below:

![Conceptual Model](Figure 1: Conceptual Model) Source: Field Study (2020)
5. Conclusion and Recommendations

This theoretical paper aims to determine the impact of organisational behaviour on organisational performance, focusing on the hospital as an organisation. However, review from previous studies has shown that individuals or groups' behaviour affects the performance of the organisation although this behaviour which could result in adverse or advantageous organisational performance can be influenced by several factors like structure, culture, leadership, work environment, corporate objectives, reward system and so on. Meanwhile, ensuring and encouraging organisational citizenship behaviour will improve employee efficiency and bring about effective organisational performance. The findings reveal that there is a strong relationship between organisational behaviour and organisational performance. Based on this research, it can further be buttressed that organisational performance, especially in the hospitals, largely depends on organisational behaviour. When positive (citizen) behaviour is taught, appreciated, encouraged and rewarded, the employee tends to follow the course and thereby reciprocate by creating an effective and improved organisational performance. Therefore, it was recommended that the health care institutions pay more attention to welcoming, influencing and improving individuals and groups' positive behaviours through teaching, appreciation, and encouraging such amidst the people at work to foster the accomplishment of the set corporate objectives and to have an impressive firm performance.

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