

## Organizational Environment and Employee Performance in Akwa Ibom State Polytechnic, Ikot Osurua, Akwa Ibom State, Nigeria

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### Abstract

The study investigated the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. A survey research design was adopted for the study. A sample of 257 respondents was drawn from the population of 720 using Taro Yamane's scientific sampling technique. For the objectives of the study to be achieved, four hypotheses were formulated and tested. The study utilized structured questionnaire and interview as major instruments for data collection. 257 questionnaires were distributed and 250 were returned. Data collected were analyzed using simple percentage and simple regression. Results showed that, apart from government policies which has no significant and positive relationship, other variables of organizational environment such as effective leadership, internal organizational support and technology all have significant and positive relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osurua. It was recommended that, effective leadership should be sustained in Akwa Ibom State Polytechnic, Ikot Osurua, internal organizational support should be provided to enhance a cordial relationship between management and employees for better employee performance, modern technology should be adopted for efficient service delivery to enhance employee performance in Akwa Ibom State Polytechnic, Ikot Osura and government policies should be incentive-based and growth driven that will sustain employee performance in Akwa Ibom State Polytechnic, Ikot Osura.

**Keywords:** Organizational environment, Effective leadership, Internal organizational support, Technology, Government policies, Employee performance

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## 1. Introduction

### 1.1. Background of the study

The environment in which organizations operate is dynamic and becoming increasingly so. As the environment changes, there is the need for organizations to change in order to adapt to such environmental changes. Organizations that are unable to continually change to adapt eventually often die or fold up. The increase in the rate of change, complexity as well as level of technology, competition, government policies, effective organizational support and leadership in the Nigerian business environment can influence both employee and organizational performance (Evans 2016). Human beings wherever they find themselves be it at home, school or organization are always influenced by their internal and external environment. The reason is not unconnected with the fact that, they are easily assimilated into the totality of their environment. Generally, internal environment refers to one's immediate surroundings including water, air, land in which one lives that can influence one's life. But for the purpose of this study, internal environment here shall be referred to as elements within the work environment, such as effective leadership/management style, internal organizational support and relationship, conducive workplace environment and conditions, and internal disciplinary structure within the organization.

The external environment of an organization, in the other hands, may be referred to as factors outside the reach and control of the organization that can influence the operations of the organization such as technology, government policies or regulations, competition, public opinion etc. External factors could influence the choices and decisions of an organization as well as determining opportunities and risks available to the organization. The external environment plays a huge role in the types of strategies and actions an organization decides to implement. The external environment can affect competitiveness, budgeting, decision making, and the marketing mix. Virtually, there is no organization that is insulated from the influence of external environment. Sometimes organizations have to act upon and react to what happens outside of the scope of its operations. Multiple different factors can influence an organizational external environment. These factors are often unpredictable, uncontrollable and can change suddenly. Environmental factors (internal and external) are perceived to have effects on the overall performance of employees. The effectiveness with which organizations manage, develop, motivate and engage the willing contribution of their employees may not be unconnected with the environmental influences experienced. Thus, this may bring a link between environmental factors and people management as well as organizational performance.

The growth, survival and success of any organization is always on top of the management's priorities. But to achieve this, building a competitive edge is very important. However, building a competitive edge most times depends on the environment and the line of business an organization is involved. Organizations that engage in service delivery such as Polytechnics which tend to rely more heavily on the quality, innovativeness, competency, commitment and engagement of their employees should not be ignorant of the environmental influences. According to Evans, Campbell and Stonehouse (2013), in achieving goals, an organization, be it a service or production firm should not ignore the relevance or influence of its internal and external environment toward its goal achievement. This is because organizations operate within a supra system called operating environment. The environmental factors be it internal or external has direct or indirect influence on the operations of organizations. Several literatures have revealed that many organizations have failed as a result of effects of environmental factors (Evan, (2016). The environment of an organization has external (uncontrollable) and internal (operational) levels. Leaders and managers of organizations must be aware of the importance of these environmental levels and their influences on the organizations. This therefore demands that, whenever an organization takes any decision regarding their businesses, the environment in which it is operating should be taken into consideration. The decision should not be against the stakeholders of the organization. In line with this notion, Hanaysha (2016) views internal and external organizational environments as the atmosphere in which employees perform their organizational tasks/activities. The author opines that the environment in which an organization is operating may determine the success or failure of such an organization.

Today, environments have not only become increasingly dynamic but highly influential and challenging to organizations. Thus, changes in organizational system as a result of the environmental influences such as technology and competition are highly unpredictable. On this basis, it is suggested that, organizations should continually evolve effective leadership strategies that could enhance their growth, sustainability and adaptability into the environment. The organizational environment is continually changing and challenging to organizations in multiple dimensions. The internal environmental structure of organization consists of variables that are within the control of organization and typically within the short-run control of top management. These internal organizational structures form the context and basis within which the organization exists and runs (Evans 2016). These internal environmental structures comprise of effective organizational leadership/management style, internal organizational support, conducive work place environment and proper work place discipline. Giving proper attention to good and conducive working environment by creating effective internal discipline structure that can guide and regulate employee behavior and motivation may increase both employee and organizational performance (Sofyan 2015). This is because both employee and organizational performance are often influenced by variables associated with work place internal environmental factors such as safety conditions, discipline, role-conflict stress and motivation (Riyanto 2016). The internal working environment is considered positive if the employees are allowed to perform their tasks in a healthy, safe and conducive environment. The deviation observed today in many organizations particularly service delivery firms such as Polytechnics, is not unconnected with the negligence of these internal and external environmental structure. It is against this background that, this study is designed to investigate the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osurua.

## **1.2. Problem Statement**

The relevance of internal and external environmental factor on organizations cannot be over-emphasized. The internal and external of environment have a significant effect on employee performance and productivity. As a result of that, many organizations are taking a more strategic approach to adapt to the changes occasioned by these environmental influences in order to enhance their performance level of their employees (Govindarajulu 2014). Several organizations such as polytechnics in Nigeria is not exempted from strategizing some effective approaches to adapt to environmental changes. The Polytechnic education in Nigeria has been experiencing a lot of challenges in the last few decades resulting from the influences of internal and external environmental factors. Several extant literature reveal that, some of the challenges faced by organizations in Nigeria are not unconnected to organizations' inability to adapt to new and emerging technologies, inability to cope with unstable government policies and regulations, lack of effective organizational leadership as well as lack of internal organizational support to employees (Hermina and Yoseph 2019). The authors aver that, organizations' ignorance to environmental factors could slow or mar their growth and performance.

Employees of many Polytechnics particularly Akwa Ibom State Polytechnic, Ikot Osurua have been observed to perform poorly due to internal and external environmental influences such as lack of effective leadership style, lack of technological know-how, frequent change of government policies and poor internal organizational support such as low career development prospects. Employees who have the intention of furthering their studies and or have personal issues at home find it difficult to obtain permission to exempt themselves from work as management seem not to be generous in allowing such. As a result of the structure of the polytechnic under study, employees seem not to be given the avenue to express themselves in the form of idea generation and suggestions as only the top-level employees do so. These observed scenarios resulting from environmental influences, seem to affect employees' performance of the Polytechnic negatively. The continuous negligence in the management of these internal and external environmental factors, and inability of organizations to continually adjust to internal and external environmental structure according to changes and challenges brought about by the influence of these environments has been observed as some of the problems of improved employee performance in many of the Polytechnics in Nigeria. It is against this background that, this study is designed to investigate the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.

### **1.3. Objectives of the Study**

The main objective of this study is to investigate the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. However, the specific objectives of this study include:

- i. To examine the relationship between effective leadership style and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- ii. To assess the relationship between internal organizational support and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iii. To ascertain the relationship between technology and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iv. To determine the relationship between government policies and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.

### **1.4. Research Questions**

From the objectives of the study, the following research questions were posed to guide the study:

- i. To what extent is the relationship between effective leadership style and employee performance in Akwa Ibom State Polytechnic Ikot Osura?
- ii. To what extent is the relationship between internal organizational support and employee performance in Akwa Ibom State Polytechnic, Ikot Osura?
- iii. To what extent is the relationship between technology and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.?
- iv. To what extent is the relationship between government policies and employee performance in Akwa Ibom State Polytechnic, Ikot Osura.?

### **1.5. Hypotheses**

From the objectives of this study, the following research hypotheses were formulated to guide the study:

- i. Effective leadership style has no significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura.
- ii. Internal organizational support has no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iii. Technology has no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iv. Government policies have no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura.

### **1.6. Significance of the Study**

The study may assist management and leadership of Polytechnic education, particularly Akwa Ibom State Polytechnic, Ikot Osurua to look inward and pay proper attention to internal and external environmental factors that could aid them to adapt, perform and compete favorably with their counterparts within the industry. The results of this study may inform the management and leadership of higher institutions in Nigeria and related professionals on the internal and external organizational environmental factors that can influence employee performance. The study may be of benefit to students who may wish to carry out further studies in the related area of interest. Finally, the findings of this study may serve as a source of reference material for future researches in the related field.

### **1.7. Scope of the Study**

**Unit scope:** The study focused on 257 respondents of Akwa Ibom State Polytechnic, Ikot Osurua.

**Content scope:** The content scope of this study was confined to literature on organizational environment and employee performance. The explanatory variables of organizational environment (independent variable) were effective leadership style,

internal organizational support, technology and government policies. The explanatory variable of dependent variable was employee performance.

**Geographical scope:** The geographical scope of this study focused on staff of Akwa Ibom State Polytechnic, Ikot Osurua.

## 2. Literature Review

### 2.1. Concept of Organizational Environment

The concept of organizational environment highlights the importance of understanding the various factors that shape an organization's operations, structure, and outcomes. By considering both internal and external factors, organizations can better navigate the complex business environment and create a workplace culture that supports employee well-being and organizational success. Organizational environment refers to the internal and external factors that influence an organization's operations, performance and outcomes. According to Parnell and Carraher (2014), the external environment encompasses factors such as industry competition, economic conditions, and technological advancements, which can impact how an organization operates and competes in the marketplace. In addition, the internal environment is shaped by factors such as an organization's culture, structure, and leadership, which can influence employee behavior, motivation and job satisfaction (Robbins and Coulter, 2018). Furthermore, organizational environment can also impact the well-being of employees and the success of the organization. For example, workplaces that prioritize employee health and well-being can create a positive organizational climate and reduce employee burnout (Maslach and Leiter, 2016).

Most definitions of organizational environment reflect the fact that business environment comprises all forces or factors that are likely to affect or influence its operations. For Hanaysha (2016), the organizational environment is related to the climate of a certain organization where the employees carry out their functions. According to Griffin (2017), organizational environment could be viewed as the characteristics of the working environment that can be understood, directly or indirectly, by the individuals working in this environment. The organizational environment has repercussions on the behaviour of individuals in the work environment. For the author, the climate consists of a variable that intervenes in the factors of the organizational system and in the behaviours of individuals. These characteristics of the organization are relatively permanent over time and differ from one organization to another and from one department to another within the organization.

Griffin (2016) sees the business environment surrounding organizations to be made up of the internal, task and general environment. The internal environment consists of conditions or forces within the organization and includes such factors as the owners, board of directors, employees and organized labour and the organizations culture. The general environment which has economic, technological, socio-cultural, political-legal and international dimensions is the set of board dimensions and forces surrounding an organization which creates its overall context while the task environment consists of specific organizations or groups that influence the organization. Competitors, suppliers, regulators or groups that influences the organization are all part of task environment of organizations. Griffin's general and task environments form what is usually referred to as the external environment. The environment in which organizations operate in Nigeria as in other parts of the world is dynamic and is becoming increasingly so. As the environment changes, there is the need for organizations to change in order to adapt to such environmental changes. Organizations that are unable to adapt eventually die or fold up.

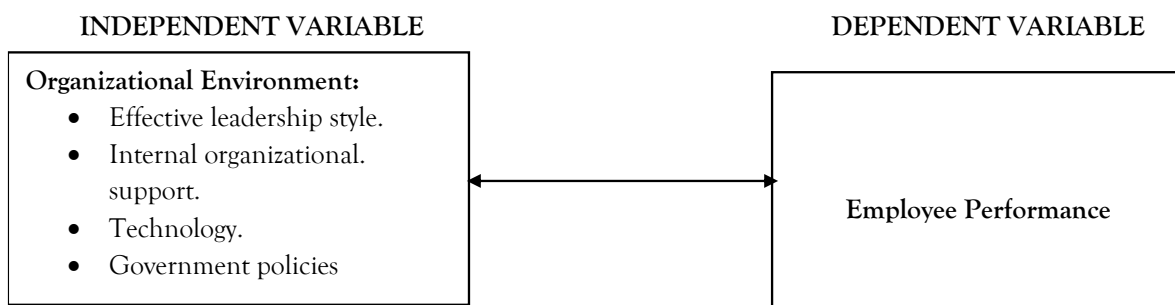


Figure1: Organizational Environment and Employee Performance Model

As depicted on the model above, the relationship between organizational environment management and employee performance can be empirically expressed under the following specific objectives:

#### Effective Leadership Style and Employee performance

There is a significant amount of research that demonstrates a strong relationship between effective leadership and employee performance. For instance, in an analysis of leader effectiveness, knowledge sharing behavior, business performance, and firm strategy, it was found that effective leadership has a significant positive impact on employee performance (Milad, 2014). Another study examined the importance of leadership style towards quality of care measures

in healthcare organizations and found that effective leadership of healthcare professionals is critical for increased productivity, strengthened employee morale, and job satisfaction (Moberly, 2017). Additionally, a study on the impact of transformational leadership on work performance, burnout, and job satisfaction showed that transformational leaders who build strong relationships with their employees have a positive impact on employee performance (Udofia, 2020). Several literatures suggest that, effective leadership can lead to improved employee performance and job satisfaction. As such, organizations stand to benefit significantly from investing in leadership development programs and improving leadership practices to cultivate a positive organizational culture (Brown, 2011).

There is no gainsaying that leaders exhibit a series of leadership behaviours with remarkable influence on the output of employees and organizations. Therefore, the role of leaders in today's organizations cannot be ignored. This may not be unconnected with the fact that, the success of any organization be it service or production firm is hinged on the leadership styles practiced by the leaders of the organization. Leadership is said to be a function of the leader, the followers and the situation. This means that a leadership style that works for one organization may not necessarily work for another because of differences in situations. Usually, there are three main types of leaders and the effects of each style have a direct relationship with staff performance and confidence in carrying out responsibilities and output. Let us briefly examine the three types:

- (i) The Autocratic leader: In an autocratic set up, the force is the order of the day. "Do it as I have said" is the predominant slogan. Staff are always threatened with sack or suspension for any short coming. The autocratic leader believes that the worker must be coerced into doing an assigned job. Workers are always tense up and decisions are taken against them without giving them the opportunity to defend their actions. Mullins. (2019) describes the autocratic leader as 'He that decides what action to take and imposes his decision upon his subordinates without discussion'. If management adopts an autocratic posture, then the staff may not have a conducive working environment.
- (ii) The democratic leader: In an organization headed by a truly democratic leader, workers are persuaded not coerced. Problems are tabled and discussed freely, giving everybody an opportunity to contribute. Victimization of staff is greatly reduced because a democratic management allows workers to join union and press for better pay and other conditions, unlike an autocratic management where a 'stubborn' worker faces sack without due explanation. To a large extent, this type of leader represents the conducive working environment which workers want (Mullins 2019).
- (iii) The laissez-faire leader: In an organization where laissez-faire management is practiced, it is very difficult to ascertain the kind of organizational environment that prevails. It means that the staff can have the best environment or the worst. If the care-free attitude implies that whatever the staff ask is given to them, then such is fine at least to the staff, but on the other hand, the care-free posture means caring less for the staff welfare, then the staff are in for a hard time. However, it must be mentioned that an autocratic management is one extreme whilst the laissez-faire type is the other extreme. Staff usually capitalizes on the care-free attitude to commit different kinds of acts that could ruin the organization concerned.

According to Armstrong (2010) effective leadership is viewed as the ability to persuade others (employees) willingly to behave differently for the purpose of achieving the task set for them by the organization. In similar view, Northouse (2016) views effective leadership as the process through which an individual influences a group of people usually employees to attain common goals. The author posits that, effective leaders, do not rely upon their legitimate power to persuade employees to do as they are told but they take an interest in an interaction with their subordinates in order to accomplish the set goals of the organization. To Jones & George (2014) effective leadership is viewed as the process by which a person exerts influence over people and inspires, motivates, and directs their activities to help achieve groups or organizational goals. This implies that, effective leadership is the ability to influence employees or a group of people towards the achievement of quality and superior performance. Empirically, it has been reported that, for organization to achieve quality results, leaders must demonstrate strong ethical behaviors that are motivating and acceptable by the organizational members (Kodish 2016).

In supporting this notion, Mintzberg (2010) avers that true and effective leaders of organizations involve and give consideration to their employees in decision making. In a related study, Suri (2016) posits that, for the success of an organization to be secured and sustainable, employees need to be inspired to invest themselves in the organization's mission as effective performance can only be feasible if staff members are stimulated and involved in decision making. This means that, effective organizations require effective leadership. According to Swanepoel, Erasmus, Van Wyk and Schenk (2018) outstanding and effective leaders are perceived to show a strong and direct, but democratic and participative leadership style, and are seen as agents of change and visionaries who increase organizational performance. Storey and Salaman (2014) describing four dimensions of effective leadership style: ideal influence, inspirational motivation, intellectual stimulation and individualized consideration believed that, consideration of employees in decision making of the organization is a very important factor to the success of the organization. Similarly, Hoy and Miskel (2018) equally view effective leadership behaviour as one characterized by individualized consideration, inspiration, intellectual stimulation and charisma; that can provide high and quality performance.

### **Internal Organizational Support and Employee performance**

There is substantial research that highlights the relationship between internal organizational support and employee performance. One study found that when employees perceive that their organization supports them, they are more likely to be committed to their job and exhibit behaviors that lead to better organizational performance (Eisenberger et al., 2010). Furthermore, another study highlighted that internal organizational support improves employee job satisfaction, which in turn increases their willingness to perform well (Meyer and Allen, 1991). A meta-analysis of over 200 studies on the impact of perceived organizational support (POS) found that it has a significant positive impact on job performance, job satisfaction, commitment, and intent to stay with the organization (Eisenberger et al., 2019). Additionally, Hui, Lee, and Rousseau (2004) conducted a study on the relationship between POS and organizational citizenship behavior, and found that higher POS leads to increased organizational citizenship behavior, which positively impacts organizational performance. However, it is evident that internal organizational support plays a crucial role in enhancing employee performance and job satisfaction, leading to a positive impact on organizational performance. Thus, organizations should focus on cultivating a supportive work culture and providing resources that enable employees to succeed.

The concept of internal organizational support has been around for quite a long time, even though not recognized or formally recorded or studied not until the eighties. Zagenczyk (2011) avers that while the formal concept of internal organizational support was not introduced and quantified until the 1980s, the idea of organizational support has been present in the management literature for nearly seventy years. The concept connotes different things to different people and therefore has no universally accepted definition. It is given different words by different researchers and attempts have been made to simplify and explain the concept. Erdogan and Enders (2017) construe the concept as the degree to which an individual believes that the organization cares about him/her, values his/her input and provides him/her with help and support. For several decades now, internal organizational support has been viewed as a prominent concept and scale in understanding organizational behavior and it has been used specifically as a measure of organizational performance in many firms (Worley, Fuqua and Hellman 2019). According to (Chen 2020), internal organizational support could be viewed as the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs. The authors believe that organizations should serve as important sources of socioemotional resources like respect and care, as well as tangible benefits like wages and medical benefits. Similarly, Rhoades and Eisenberger (2012) in their study define internal organizational support as valuation of employee's contribution and care about employees' well-being by their organization. Internal organizational support as noted earlier has no single accepted definition that applies to every employee in all environment and situations. But some researchers and experts both in the field of management and psychology view the concept differently as evinced by the definitions given earlier.

Internal organizational support is an important area that determines employees' motivation as well as commitment and performance to an organization. It is employees' perception that reveals how much their organization supports them in various tasks, routine work, difficult situations and their personal life, and how much the organization cares about their wellbeing (Rhoades and Eisenberger 2012). Erdogan and Enders (2017) define internal organizational support as the degree to which an employee believes that his organization cares about him/her, values his/her input and provides him/her with help and support. The authors believe that the amount of organizational support employees perceive has been proved to influence employees' job attitudes and performance. It shows the extent to which employees feel that they are fairly rewarded by the organization and that firm will make adequate working conditions for them to excel (Aube, Rousseau and Morin 2017). In addition, (Kont and Jantson 2014) believe that internal organizational support reflects to a large extent the quality of the relationship existing between the organization and the employees.

From the definitions thus far, internal organizational support presupposes an exchange relationship between the employer and the employee. The concept shows the way employees view how their contributions are appreciated by the employer. According to (Stamper and Johlke 2013) internal organizational support is developed through multiple interactions between employees and their employers. The concept focuses on the extent to which employees perceive that their contributions are valued by their organization and that the organization cares about their well-being (Rhoades and Eisenberger 2012). However, employee contributions here could be in the form of completing task duties, innovations and ingenuity, putting in extra amount of time into the work and completing work on or ahead of schedule. Internal organizational support is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable working conditions, fairness and supervisor support, participation and contributions of ideas (Rhoades and Eisenberger 2012). Fair treatment, supervisory support, rewards and favorable job conditions show a strong relationship with internal organizational support as well as performance (Rhoades and Eisenberger 2012).

### **Technology and Employee performance**

The relationship between technology and employee performance has been a topic of interest in the field of management and organizational studies. Several studies have investigated the impact of technology on employee performance and have come to different conclusions. According to Ramezan et al. (2022), there is a positive relationship between job, employee performance and the use of technology-oriented HRM strategies. Similarly, in a study on the link between employer

practices and employee engagement, various authors including (Harter et al. 2002). Peccei et al. (2011) found that the use of technology-based practices can improve employee engagement and commitment, which in turn can lead to better performance outcomes. However, the relationship between technology and interpersonal communication skills is more complex. For example, a study by Sundar et al. (2021) found that the use of video communication technologies can negatively impact nonverbal decoding skills, which are important for effective communication. Despite these mixed findings, there is general agreement that technology has the potential to enhance innovation and productivity in organizations (Globalization Helps Spread Knowledge and Technology Across Countries, 2018; Technology and the Future of Healthcare, 2018). As open technologies and high-quality open innovation become more prevalent, the relationship between innovation and organizational performance is likely to become increasingly important (Relationship between innovation capability, innovation type, and organizational performance, 2017).

Technology has fundamental importance in every industry. Academic institutions such as polytechnics have highly been influenced by technology. Several Polytechnics have created different delivery channels through investment in technology. The technology available to an organization could affect what the organization is able to do and how it is able to do it (Jawal 2013). Information technology is very importance in every field. From educational institutions to automobile industry, banking to civil aviation, telecom to textile. there is a momentous influence of technology in every field. Most educational institutions invest on employees' training to improve their performance through the use of technology (Dauda and Akingbade 2011). The authors aver that introduction of advance technology has changed the way of performing job in schools. They posit that technological advancement has improved the employee performance as well as less the employee working effort and task completion time in most of the Polytechnics that embrace these technologies. Technology is not only essential for government, educational and financial, institutions, it is also important for nation. No organization can ignore technological advancement such as computer or run with the obsolete technologies and achieve superior performance. Technology increases employee performance when it is rightly used for the benefits of the organization and with ethical values.

Technology can be used by an organization for both purposes - for break or for make purpose. Employee work load reduce through the use of technological advancement. Number of employees to perform one task may be reduced as a result of the use of technology. Many organizations particularly, educational institutions are no longer requiring much employees to perform more tasks. Human effort is reduced through technological advancement. Single employee can perform many tasks without any hurdle as a result of technology (Huselid 2015). He believes that, there is a close relationship between technological advancement and employee performance. According to (Lawless and Anderson 2016) technological advancement makes employees more effective and efficient. Li and Deng (2019) believe that technological advancement can improve employee as well as firm performance. Employee can more rapidly acquire new knowledge and further advancement competencies through training (Cho 2015). Hennessey and Amabile (2018) aver that technological advancement has a direct relationship with employee motivation. This implies that, employee performance is closely linked with technological advancement. Technological advancement can be made effective and useful by employees. Resource-based theory suggests that a firm's resources are extremely important for the firm's development, and that human capital is a key resource of a firm. The function of this resource depends on the employees' ability and enthusiasm, and on efficient human resource management (Mumford 2020). Technological advancement has enormous influences on employee performance (Nohria and Gulati, 2016). Technological advancement is one of the important factors that influences employee performance (Hitt et al., 2017). Several studies have repeatedly shown a positive relationship between a firm's technological advancement and performance, and concluded that technological advancement is important for employee performance (Foster 2016).

### **Government policies and Employee performance**

There is a growing body of research that examines the relationship between government policies and employee performance. For example, Ramezan and colleagues (2017) found that there is a positive relationship between job performance and COVID-19 oriented HRM strategies implemented by the government. Additionally, GAO (2018) highlights the relationship between government policies and audit standards, which can affect the performance of government entities. Moreover, HR policies set out to determine employee selection, performance evaluations, and rewards systems can also have a significant impact on employee engagement and commitment (SHRM). Gender inequalities in the workplace also affect employee performance (Budhwar & Debrah, 2009). Finally, a toxic workplace environment can lead to poor job productivity, job burnout, and deviant behavior (Einarsen et al., 2007). However, government policies can have a profound impact on employees' sense of engagement, their performance, and overall productivity, as demonstrated by the research studies cited above. The impact of government policy on employee performance can never under-estimated. Organization operates in a landscape of laws and regulations of government which determine what they can and cannot do. Government policies control every aspect of organization hence, government policies should be thoughtfully assessed to figure out the implication of its application on organizations and employee's performance. Damerow (2016) avers that government is responsible primarily for making public policies for organizations and the entire society. Government forms policies that keep organizations and society heading in the right direction. A policy is a set of guidelines adopted by an organization or government to govern the scope of its activities. It

is a philosophy or set of guidelines used to make decisions (Damerow 2016). The authors view government policies as contain political acts, goals, and a set of principles to be followed by the government, organizations or political players in order to recognize public concerns and make public decisions for the country's progress. Because government policies have a control on organizational performance, government agencies have recently been implementing change by transforming public policies into actions and promoting the development of innovative capabilities within government agencies (Alase 2017). The concept of innovative and competitive management policies is being revisited as the difficulties facing public services become more complicated, and more adaptive and successful approaches such as public entrepreneurship policies are being replaced. The government's role is considered as enacting creative and aggressive public policies in order to satisfy new public service demands and foster entrepreneurial behavior in various government entities.

The effect of government policies on employee performance cannot be over-emphasized. According to (Selamat and Heryanto, 2019) economic theory shows that the macro-economic impact of minimum wage increases on GDP is ambiguous. Minimum wage increases may have a detrimental impact on GDP. The effect of government minimum wages vs. higher compensation on worker motivation in individual firms is found to be favourable using a traditional natural experiment approach. Though, there has been a lot of debate about whether government policies can improve firm and employee performance. The great depression of the 1930s had established that government actions and policies do have a significant impact on organizational performance as well as employee performance (HASSAN 2022). For example, if the government imposes taxes and fees on a certain industry that are not proportional to its profit margin, businesses may lose interest in that industry and divert their funds to another. Exemptions from taxes and tariffs for a given industry would encourage more investment in that area, making it more appealing to other investors. Investment will also increase if a country's monetary policy ensures that loans are available at a reasonable rate. The impact of exchange and inflation rates on organizations and employee performance is important. Most exchange rate studies have typically claimed that a country's exchange rate regime affects the economy through its effects on international trade, output, financial markets, inflation, employment, and investment - both domestic and foreign (HASSAN 2022). In Nigeria, monetary policy instability (exchange and inflation rates) is commonly viewed as a major obstacle to investment in education. Most Nigerian educational institutions are burdened by VAT which is an important source of revenue for the government. The majority of these institutions would rather take advantage of tax benefits and pass on the VAT burden to their customers - in this case - students (HASSAN 2022).

### **Employee Performance**

Employee performance on the job is generally measured based on the function of two variables - the individual's ability to perform the job and the motivation that encourages or drives him to use this ability in the actual performance of the job. It is widely assumed that motivating employee who possess high ability will lead to a greater increase in performance and productivity. However, the performance of an organization is dependent on the quality of the employees at all levels of the organization (Temple 2012). Employee performance in effect reflects the efficiency of an organization. Employees are the organization's greatest assets: individuals and organizations have learned about the importance of the role of people in an organization, and how the success of an organization depends on its employees (Bartlett and Ghoshal 2015). As posited by Armstrong 2010), the role of employees is absolutely critical in raising performance in an organization. This is because it is the performance of individual employees that culminates in the performance of an organization.

Employee performance may be viewed as the rate or degree to which an employee achieves his/her corporate objectives. Abaikpa, et al., (2023) aver that, employee behavior is strongly related with organization performance. According to Kaplan and Norton (2012) employee performance information may be perceived from four perspectives namely: the financial perspective, the customers' perspective, the internal business perspective, and innovation and learning perspective. The authors describe employee performance model measures as consisting creativity, profitability, productivity, competitive advantage, effectiveness, efficiency, flexibility, quality, etc. Generally, it is assumed that, hiring employee who does not fit a particular job or who does not suit the culture of the organization may cause serious problems resulting in under performance. As rightly posited by Cho and Pucik (2015) some of the symptoms associated with poor or under performance are not unconnected with disciplinary problems, internal disputes, absenteeism, high labor turnover, fraud, low productivity, low profitability, poor service delivery to customers, suppressed creativity, innovation and learning. All these may culminate to poor employee and organizational performance. The authors believe that employee performance can be related with variables such as efficiency and effectiveness, employee motivation, job satisfaction, trust on employees etc.

Organizational performance might not be realized if employee performance is not given adequate attention by the organization. However, adaptive employee performance is very important to organization. According to Hesketh and Neal, (2019), employee's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance. According to Huang et al., (2014) several earlier studies have revealed that once the employees derive a certain amount of efficiency or perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job roles. According to Baard, Rench and Kozlowski (2014) an effective

adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances. Griffin, Parker and Mason (2010) aver that, evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner. The employees are also expected to adjust their interpersonal behavior to work successfully with a wide range of peers and subordinates.

In the context of wholesome work performance, Griffin, Neal and Parker (2017) cited that, job proficiency could aid task performance, but adaptability and proactiveness to one's job role is important to address uncertain issues in business environments. Austin and Villanova (2012) and Viswesvaran and Ones (2010) opine that, along with the task and adaptability, efforts should be carried out toward ascertaining the significance of non-job components of performance to create a better workplace. Industrial psychologists have referred such non-job components as organizational citizenship behavior (OCB) or contextual performance that refers to voluntary actions of employees that benefit employers intangibly (Bateman and Organ 2013). Contextual performance is a kind of prosocial behavior demonstrated by individuals in a work set-up. Such behaviors are expected of an employee but they are not overtly mentioned in one's job description. These kinds of unstated expectations are called prosocial behavior or extra role behavior. Brief and Motowidlo (2016) defined it as a behavior that is accomplished by an employee of an organization which is directed towards an individual, group or organization with whom the employee interacts while carrying out his or her organizational role. Such behavior is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed.

Supporting the aforesaid ideology, many prominent researchers in this field have advocated that expected job performance carries two vital dimensions; one as the work required by an organization concomitant to one's role and the other one as the discretionary work behavior (LePine, Erez and Johnson 2012). Impressing on the importance of voluntary work behavior or nontask performance, later psychologists have coined it as contextual performance which connotes helping others to adapt with the varied job roles (Borman and Motowidlo, 2017; Motowidlo and Van Scotter, 2014; Motowidlo and Van Scotter 2014). In related study, Bergeron (2017) recommended that contextual performance should consist of multiple "subdimensions" such as teamwork, allegiance and determination. It is believed that an engaged employee works with a sense of passion which leads to translation into not only high performance but extra role behavior as well, Kahn, (2010). The contextual performance is elaborated on the ground of "feeling and viewpoint" that employee embraces about their colleagues, which is termed as esprit-de-corps (team spirit). A kind of fellow feeling gets intensified through team spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organization, Jaworski and Kohli, (2013). Esprit-de-corps is an excellent endeavor for deriving organizational success (Jones, Richard, Paul, Sloane and Peter 2017; William, Swee-Lim and Cesar 2015).

Earlier researches in this context have advocated that growth in team spirit within an organization result in better employee performance and a happier workplace (Alie, Beam and Carey 2008; Boyt, Lusch and Naylor 2011; Cohen and Bailey 2009). Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult tasks, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations and supporting organizational decisions for a better performance (Coleman and Borman, 2010; Motowidlo and Schmit, 2009). This kind of behaviour contributes in creating a stimulating culture and climate of the organization which may aid in achieving individual and organizational quality performance.

## **2.2. Theoretical Review**

Theories are tools that direct empirical investigations which in some cases they either validate or invalidate hypotheses (Fillee, et al., 1976) quoted in (Baridam 2002). A theory may be described as an assumption and explanation of why something happens and sometimes how something happens as well as a statement of what happens (Baridam 2002). Theories are designed to explain, predict and help to understand a concept or phenomenon. According to David (2009), theories help to understand and buttress the existing knowledge within the limits of the critical bounding assumptions, and to challenge and shift its existing frontier. Thus, the relationship between organizational environment and employee performance is best supported by the following theories:

### **Goal-setting Theory**

The goal-setting theory had been proposed by Edwin Locke in 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training. It also advises that in order to drive the organization to peak performance, managers and supervisors must put on the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salman 2015).

Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned

goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir, Iqbal, Rehman, Shah and Yameen 2012). Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

### **Expectancy Theory**

The most widely accepted explanations of motivation have been propounded by Victor Vroom in 1964. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salman 2015). This theory is based on the hypothesis that individuals adjust their behaviour in the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improved employee performance, reduce the chances of low employee morale, encourage teamwork and in still a positive attitude during challenging times (Salman 2015).

### **2.3. Empirical Review**

Francisca (2020) conducted a study on effective leadership styles and employee performance in Cameroon: The Case of St. Veronica Medical Centre with the population of 100 personnel in St. Veronica Medical Centre via simple random sampling. The data were analyzed using SPSS 26 statistical package. The finding revealed that effective leadership styles had a significant positive effect on employee performance. Sunday (2022) conducted a study on the impact of government incentives policy on workers' performance in Takum Local Government area in Taraba State with the population of 3,210 workers; comprising political appointee, senior and junior staff of the establishment. The finding revealed that, government incentive policy significantly impacted workers performance. Karwan (2019) conducted a study on the effect of perceived internal organizational support on employee's organizational commitment and employee behaviour. The case of a construction company in Erbil City, Kurdistan Region with the population of 64 respondents. The results indicate that perceived internal organizational support has a significant effect on employee behavior and organizational commitment. Moreover, the findings also indicate that a strong relationship exists between perceived organizational support and employee performance. Muhammad (2014) conducted a study on impact of technological advancement on employee performance in educational Sector in Islamia University of Bahawalpur with the population of 140 respondents. The finding revealed that, there is a significant relationship between technological advancement and employee performance. Jawad (2013) conducted a study on the impact of technology on performance of employees (A case study on Allied Bank Ltd, Pakistan) with data was gathered through unstructured interviews and responses were analyzed through IBM SPSS Text Analytics. It was figured out that technology greatly escalates the performance and productivity of employees along with time saving. It was recommended that; organizations that implement new technology should provide proper training to its employees to increase their performance.

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## **3. Research Methodology**

### **3.1. Research Design**

This study utilized survey research design. The choice of this research design was considered appropriate because it provided the researcher the opportunity of gathering data from a representative population of the study.

### **3.2. The Study Area**

This study was conducted in Akwa Ibom State Polytechnic, Ikot Osurua, Akwa Ibom State, Nigeria.

### **3.3. Population of the Study**

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher. Therefore, the target population of this study included human resource officers, head of departments, directors who manage human resources and staff members. The total population size at Akwa Ibom State Polytechnic, Ikot Osura is 720 employees which includes teaching and non-teaching staff (The Polytechnic nominal roll, 2022).

### **3.4. Sample Size/Sampling Technique**

As a result of the inability of the researcher to effectively study the entire staff population of the selected polytechnic, a

representative number of 257 was chosen as sample size population. The sample size was calculated using Taro Yamane's scientific formula which is given as:

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

Where:

N = Population

1 = constant

e = Level of significance

n = sample size

n = 720

$1 + 720 (0.5)^2$

n = 720

$1 + 720 (0.0025)$

n = 720

$1 + 1.8$

n = 720

2.8

n = 257

### 3.5. Sources of Data Collection

Data for this research work were collected through two sources – primary and secondary sources. The primary data were obtained by the researcher through questionnaire administration and personal interviews. Secondary data were obtained from published reports, books, journals, newspapers, magazines and internet.

### 3.6. Instrument for Data Collection

The instrument for data collection was “Organizational Environment and Employee Performance Questionnaire” (OEEPQ). The Questionnaire was divided into two sections. Section A and section B. Section A seeks for information on the demographic data of the respondents. Section B of the questionnaire comprised 20 items to measure effective leadership style, internal organizational support, technology and government policies in using information as independent variables and 5 questions on employee performance. The Questionnaire was structured using a modified five – point Likert - typed scales ranging from Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and Neutral (N). This method was used because of its advantage of ensuring identical responses for the same items from all the respondents. Besides, it gives the respondents a wider opportunity to express their level of agreement, disagreement or neutrality on the organizational environment and employee performance.

### 3.7. Validity of Research Instrument

The validity is basically concerned on how a research instrument measures what it intended to measure (Field 2005). Consequently, the researcher was concerned with the degree to which the instrument measured emotional intelligence and organizational performance. Face validity of the questionnaire was established in order to make sure that the questionnaire items appear to take care of relevant information in the area of interest. The face validity of the questionnaire was established by the researcher. Each sub - section in the questionnaire has five items which were reviewed by the researcher and other experts and all ambiguous items were removed and those found relevant were retained. The experts certified that the instrument was face valid and should be used for the study. Their opinions helped to strengthen the quality of the instrument.

### 3.8. Reliability of the Instrument

A test is said to be reliable if it measures what it is supposed to measure consistently (Huck 2007). For the purpose of this work, internal consistency of the questionnaire was established. In order to determine the internal consistency of the instrument, the Cronbach's Alpha (CA) was utilized.

Table 1: Cronbach's Alpha (CA) result of the variables of the study

Variables	No. of research construct/Items	Computed CA reliability test values
Effective leadership style	5	0.667
Internal organizational support	5	0.611
Technology	5	0.569
Government policies	5	0.744
Employee performance	5	0.802

Source: Researcher's Computation (2023).

As shown above, the CA values for all variables were above the benchmark of 50%. This implies that the variables used for this study are declared reliable for used for further statistical analysis, the result of which is considered valid and reliable.

### 3.9. Procedure for data Collection/Administration of the Instrument

Data collection was done in the sampled Polytechnic. The researcher visited the Polytechnic to obtain permission and clarified the motivation behind the study to them. After this, the researcher undertook the administration of the questionnaire to the respondents with the help of research assistant – heads of unit/department.

### 3.10. Methods of data Analysis

Considering the nature of data collected, the statistical methods adopted for data analysis were simple percentages and simple regression. The data were analyzed with the help of a statistical tool using SPSS.

### 3.11. Decision Rule

To test the significance of the individual explanatory variables and coefficients to determine whether there is a linear relationship between the independent and dependent variables, the researcher used the p-value to perform the test. If the reported calculated p-value from SPSS regression outputs is less than the benchmark p-value of 0.05 at a scaled 5 percent level of significance, the independent variable is considered to have a linear relationship with the dependent variable, and hence the null hypothesis is rejected. The R-squared (R<sup>2</sup>) and F-value statistics are used to evaluate the statistical reliability of the result estimated. The R<sup>2</sup> is used to judge the explanatory power of the regression equations. It measures the goodness of fit of the regression line. The F-statistic is used in testing the significance of the overall model. In summary, the test of the null hypothesis (H<sub>0</sub>) against the alternate hypothesis (H<sub>1</sub>) is that H<sub>0</sub> is rejected if the calculated statistical probability value is less than the p-value of 0.05.

## 4. Data Presentation, Analysis and Discussion of Findings

### 4.1. Data Presentation

Under this chapter, data on the summary of questionnaire administered and retrieved as well as data on respondents' demographics and physiognomies for this study are presented.

#### Summary of Questionnaire Administered and Retrieved

In this section, the questionnaires administered to the respondents were collected and presented as shown in Table 2 below:

Table 2: Summary of Questionnaire Administered and Retrieved

Questionnaires	Number of questionnaires	Percentage (%)
Total questionnaires served	257	100
Total questionnaires Returned and useful	250	97.28
Total not Returned	7	2.72

Source: Field Survey, 2023

Table 2 shows that out of the total of 257 questionnaires distributed, 250 questionnaires representing 97.28% were returned and useful for the analysis, 7 questionnaires representing 2.72% were not returned. Based on the survey data, 250 correctly and completely filled questionnaires were used for analysis and results interpretation.

#### Respondents' Demographics and Physiognomies

A qualitative research with a blend of survey research design involves the analysis of respondents' demographics and physiognomies such as the subjective opinions of the participants, which is vital to determine the types, nature, class and kinds of persons whose responses were used in the study.

Table 3: Summary of Respondents' Demographics and Physiognomies

Demographics	Physiognomies	Frequency	Percentage
Gender	Male	127	50.8
	Female	123	49.2
	Total	250	100.0
Age group	15-20	18	7.2
	21-30	22	8.8
	31-35	33	13.2
	36-40	68	27.2

	41- 50	60	24
	51 and above	49	19.6
	Total	250	100.0
Marital Status	Single	74	29.6
	Married	135	54.0
	Divorced	21	8.4
	Widowed	20	8.0
	Total	250	100.0
Educational Qualification	SSCE	29	11.6
	OND/NCE	44	17.6
	HND/BSc	117	46.8
	MSc./MBA	47	18.8
	PhD	13	5.2
	Total	250	100.0
Service/Experience	0 - 2	15	6
	3 - 5	21	8.4
	6 - 8	25	10
	9 - 11	71	28.4
	12 - 14	65	26
	15 and above	53	21.2
	Total	250	100.0
Rank	Management	51	20.4
	Staff	115	46
	Senior Staff	84	33.6
	Junior Staff	250	100.0
	Total	250	100.0

Source: Field Survey Data (2023).

Table 3 revealed that 127 respondents representing 50.8% are male, while 123 respondents representing 49.2% are female. This indicates that majority of the respondents were male. This does not presume the fact that using more men in the study will in any way affect the analysis and findings of the study. This is because the opinions expressed are highly likely to represent general position or opinion concerning the research issues and not depending on feminine or masculine opinion or position. Table 3 also shows that 18 respondents (7.2%) are aged 15-20, 22 respondents (8.8%) are aged 21-30 years, 33 of the respondents representing 13.2% are aged 31-35, and 68 respondents, representing 27.2% are 36-40 years. Also, 60 (24%) of respondents are aged 41-50 years while 49 (19.6%) of respondents were 51 and above years. The Table 3 also revealed that 74 respondents representing 29.6% are single, 135 respondents (54%) are married while 21 respondents (8.4%) and 20 respondents representing (8%) are divorced and widow respectively. Table 4.2 also indicates that majority of the respondents were holders of HND/BSC as evidence in the 117 respondents (46.8%). Majority of respondents have 9- 11 years of work experience as revealed by 71 respondents (28.4%) while 115 respondents representing 46% were senior staff. The disparities in respondents' demographics or physiognomies do not presuppose the fact it will in any way affect the analysis and findings of the study. This is because the opinions expressed are highly likely to represent general position or opinion concerning the research issues and not depending or tying to a particular respondent physiognomy.

#### 4.2. Data Analysis

The data presented contains responses to the items in the questionnaire and the computed data for variables of the study. The data on the items are based on the five-point Likert scale used in scoring the instrument. The responses to the various questions on the items measuring each construct are presented and analyzed in this section. As presented in each table, the responses to the questions on the items measuring research construct or opinions and the analysis is done to know the position of the respondents on each likert scale. The presentation and analysis are done based on the research objectives.

#### Effective Leadership Style and Employee performance

The first objective was on the relationship between effective leadership style and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This implies that respondents were asked several questions linking effective leadership style to employee performance. The responses are presented in Table 4 and following is the interpretation.

Table 4: Analysis of items and research constructs on effective leadership style

Research Statement/ Items	SA	A	D	SD	UN
I am not promoted even when I am due for promotion due to lack of effective leadership in my polytechnic.	89(35.6%)	70(28%)	45(18%)	18(7.2%)	28 (11.2%)
I am not given a professional career development plan as my colleagues as a result internal leadership politics in my polytechnic.	81(32.4%)	56(22.4%)	26(10.4%)	20(8%)	67(26.8%)
There is high level of disparity between what I earn and what my contemporaries earn as a result of internal leadership politics in my polytechnic.	84(33.6%)	73(29.2%)	39(15.6%)	27(10.8%)	27(10.8%)
I do not have equal opportunity like my colleagues to attend training programs outside the polytechnic as a result of internal leadership influence in my polytechnic.	79(31.6%)	79(31.6%)	26(10.4%)	14(5.6%)	52(20.8%)
I do not have access to the more effective work tools like some of my colleagues in the polytechnic due to ineffective leadership structure existing in my polytechnic.	81(32.4%)	56(22.4%)	26(10.4%)	20(8%)	67(26.8%)

Source: Field Survey Data, 2023

Table 4 shows that majority of respondents gave affirmation that they are not promoted even when they are due for promotion due to lack of effective leadership in their polytechnic as shown in the 89 respondents representing 35.6% that strongly agreed to the claim. Also, it was revealed that 81 respondents representing 32.4% strongly agreed that they are not given a professional career development plan as their colleagues as a result internal leadership politics in their polytechnic. Furthermore, 84 respondents representing 33.6% strongly agreed that there is high level of disparity between what they earn and what their contemporaries earn as a result of internal leadership politics in their polytechnic. It was also found that 79 respondents representing 31.6% strongly agreed that they do not have equal opportunity like their colleagues to attend training programs outside the polytechnic as a result of internal leadership influence in their polytechnic. Finally, 81 respondents representing 32.4% strongly agreed that they do not have access to the more effective work tools like some of their colleagues in the polytechnic due to ineffective leadership structure existing in their polytechnic. However, these findings are subject to scientific testing and until such test is conducted, it becomes valid.

#### Internal Organizational Support and Employee performance

The second objective was on the relationship between internal organizational support and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This implies that respondents were asked several questions linking internal organizational support to employee performance. The responses are presented in Table 5 and following is the interpretation.

Table 5: Analysis of items and research constructs on internal organizational support

Research Statement/ Items	SA	A	D	SD	UN
There is lack of support for professional advancement in Polytechnic.	91(36.4%)	33(13.2%)	51(20.4%)	24(9.6%)	11(4.4%)
Exceptional performers are not fairly recognized and supported in my polytechnic.	70(28%)	78(31.2%)	63(25.2%)	7(2.8%)	5(2.0%)
My polytechnic gives little or no attention to our personal needs.	68(27.2%)	106(42.4%)	31(12.4%)	15(6%)	5(2.0%)
My polytechnic does not involve staff in decision making.	112(44.8%)	34(13.6%)	47(18.8%)	11(4.4%)	7(2.8%)
My polytechnic does not care about her employee contribution(s).	90(36%)	47(18.8%)	24(9.6%)	11(4.4%)	10(4.0%)

Source: Field Survey Data, 2023

Table 5 shows that 91 respondents (36.4%) strongly agreed that there is lack of support for professional advancement in Polytechnic. Also, it was revealed that 78 respondents representing 31.2% agreed that exceptional performers are not fairly recognized and supported in their polytechnic. Furthermore, 106 respondents representing 42.4% agreed that their polytechnic gives little or no attention to their personal needs. It was also found that 112 respondents representing 44.8% strongly agreed that their polytechnic does not involve staff in decision making while 90 respondents representing 36%

strongly agreed that their polytechnic does not care about her employee contribution(s). However, this finding is subject to scientific testing and until such test is conducted, it becomes valid.

### Technology and Employee performance

The third objective was on the relationship between technology and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This implies that respondents were asked several questions linking technology to employee performance. The responses are presented in Table 6 and following is the interpretation.

Table 6: Analysis of items and research constructs on technology

Research Statement/ Items	SA	A	D	SD	UN
My Polytechnic's internal communication network is very active.	92(36.8%)	67(26.8%)	41(16.4%)	43(17.2%)	7(2.8%)
My polytechnic is very high in technology.	87(34.8%)	58(23.2%)	80(32%)	13(5.2%)	12(4.8%)
Every staff is given personal computer in my polytechnic.	91(36.4%)	86(34.4%)	44(17.6%)	19(7.6%)	10(4%)
Information dissemination is very good in my polytechnic due to good technology.	106(42.4%)	46(18.4%)	28(11.2%)	46(18.4%)	24(9.6%)
Laboratory equipment and office furniture in my polytechnic are outdated.	87(34.8%)	58(23.2%)	80(32%)	13(5.2%)	12(4.8%)

Source: Field Survey Data, 2023

Table 6 shows that 92 of respondents representing 36.8% strongly agreed that their Polytechnic's internal communication network is very active. Also, it was revealed that 87 respondents representing 34.8% strongly agreed that their polytechnic is very high in technology. Furthermore, 91 respondents representing 36.4% strongly agreed that every staff is given personal computer in their polytechnic. It was also found that 106 respondents representing 42.4% strongly agreed that information dissemination is very good in their polytechnic due to good technology while 87 respondents representing 34.8% strongly agreed that laboratory equipment and office furniture in their polytechnic are outdated. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between explanatory variable and the explained variable.

### Government Policies and Employee performance

The fourth objective was on the relationship between government policies and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This implies that respondents were asked several questions linking government policies to employee performance. The responses are presented in Table 7 and following is the interpretation.

Table 7: Analysis of items and research constructs on government policies

Research Statement/ Items	SA	A	D	SD	UN
Government tax policy in my polytechnic is unbiased.	75(30%)	70(28%)	38(15.2%)	37(14.8%)	30(12%)
Government minimum wage policy in my polytechnic is adhered to by the government.	97(38.8%)	51(20.4%)	24(9.6%)	16(6.4%)	6(2.4%)
There are always stable government policies in my polytechnic.	44(17.6%)	107(42.8%)	24(9.6%)	13(5.2%)	8(3.2%)
Employee performance in my polytechnic is high due to good government policies.	102(40.8%)	58(23.2%)	26(10.4%)	23(9.2%)	41(16.4%)
Many employees leave work in my polytechnic due to unstable government policies.	90(36%)	70(28%)	28(11.2%)	21(8.4%)	15(6%)

Source: Field Survey Data, 2023

Table 7 revealed that that 75 of respondents representing 30% strongly agreed that government tax policy in their polytechnic is unbiased. Also, it was revealed that 97 respondents representing 38.8% strongly agreed that government minimum wage policy in their polytechnic is adhered to by the government. Furthermore, 107 respondents representing 42.8% agreed that there are always stable government policies in their polytechnic. It was also found that 102 respondents

representing 40.8% strongly agreed that employee performance in their polytechnic is high due to good government policies while 90 respondents representing 36% strongly agreed that many employees leave work in their polytechnic due to unstable government policies.

### Employee Performance

The dependent variable was employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This implies that respondents were asked several questions linking all the independent variables to employee performance. The responses are presented in Table 8 and following is the interpretation.

Table 8: Analysis of items and research constructs on employee performance

Research Statement/ Items	SA	A	D	SD	UN
Employees performance in my polytechnic is high due to good leadership.	112(44.8%)	34(13.6%)	47(18.8%)	11(4.4%)	7(2.8%)
My polytechnic always meets NBTE requirements due to proper internal organizational support to employees.	70(28%)	78(31.2%)	63(25.2%)	7(2.8%)	5(2.0%)
Employees' exceptional performance in my polytechnic is due to good technological know-how.	90(36%)	47(18.8%)	24(9.6%)	11(4.4%)	10(4.0%)
Employees' high performance in my polytechnic is due to stable government policies on incentives.	68(27.2%)	106(42.4%)	31(12.4%)	15(6%)	5(2.0%)
Employee performance in my Polytechnic always meet deadlines as a result of good leadership.	91(36.4%)	33(13.2%)	51(20.4%)	24(9.6%)	11(4.4%)

Source: Field Survey Data, 2023

Table 8 revealed that that 112 of respondents representing 44.8% strongly agreed that employee's performance in their polytechnic is high due to good leadership. Also, it was revealed that 78 respondents representing 31.2% agreed that their polytechnic always meets NBTE requirements due to proper internal organizational support to employees. Furthermore, 90 respondents representing 36% strongly agreed that employees' exceptional performance in their polytechnic is due to good technological know-how. It was also found that 106 respondents representing 42.4% agreed that employees' high performance in their polytechnic is due to stable government policies on incentives while 91 respondents representing 36.4% strongly agreed that employee performance in their Polytechnic always meet deadlines as a result of good leadership. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant relationship can only be assumed but not claimed between explanatory variable and the explained variable.

### 4.3. Descriptive Statistics and Normality Tests

This analysis is conducted to assess the descriptive properties of the research variables in order to ascertain if the data possess requisite characteristics for statistical analysis. These analyses involve descriptive statistics such as the mean, standard deviation, minimum, maximum as well as skewness and kurtosis. These statistics discloses the characteristics of the research variables principally in terms of variance or closeness of the data points to the mean. The ultimate is to determine the degree of variability of the data away from the mean. A high variability indicates high degree of variance and high potential of non-normality of the data thus leading to unreliable estimate. It is desired that the dataset has low level of variability and normally distributed.

Table 9: Descriptive Statistics and Normality Tests

	Effective leadership style	Internal organizational support	Technology	Government policies	Employee performance
Mean	3.488000	3.180000	3.072000	3.368000	3.072000
Median	4.000000	3.000000	3.000000	3.000000	3.000000
Maximum	5.000000	5.000000	5.000000	5.000000	5.000000
Minimum	1.000000	1.000000	1.000000	1.000000	1.000000
Std. Dev.	1.524188	1.080867	1.148954	1.037730	1.226717
Skewness	-0.379493	-0.170634	0.002405	-0.044976	-0.228954
Kurtosis	1.626541	2.460147	2.321940	2.343221	2.134189

Jarque-Bera	25.65052	4.249007	4.789468	4.577609	9.992795
Probability	0.000003	0.000092	0.000097	0.000008	0.000002
Sum	872.0000	795.0000	768.0000	842.0000	768.0000
Sum Sq. Dev.	578.4640	290.9000	328.7040	268.1440	374.7040
Observations	250	250	250	250	250

Source: Researcher's Computation (2023).

Table 9 shows that since the standard deviation values were less than the calculated mean values, it indicates there was a low disparity in variables since the standard deviation values were clustered below the means values. These results showed that organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura were at low level. Table 4.8 above shows that the Jarque-Bera calculated statistics values were greater than the calculated probability values. If the calculated probability is less than Jarque-Bera statistic, it implies that the data series in the variable are normally distributed. In this scenario, the calculated probability values were less than the Jarque-Bera calculated statistics values hence affirming that the data are normally distributed.

#### 4.4. Test of Research Hypotheses

In order to test the research hypotheses earlier stated in this study, the simple linear regression technique was performed to test hypotheses.

##### Test of Hypothesis One

The first hypothesis (Ho1) was that: "Effective leadership style has no significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura". This hypothesis was tested using simple regression statistics and the results are presented in Table 10.

Table 10: Regression Results for Hypothesis One

Dependent Variable	Coef.	Std. Error	t-stat	p-value
employee performance				
Model Parameters				
Const.	3.631991	0.168468	21.559	.000
Effective leadership style	0.129585	0.044272	2.926	.003
Model Characteristics				
F-Stat	32.031			
R-Square	.0334			
Adj. R <sup>2</sup>	.029			
D-W Stat.	1.647			

Source: Researcher's Computation extracted from SPSS outputs in Appendix IV

The test of the null hypothesis (H0) against the alternate hypothesis (H1) is that H0 is rejected if the calculated p-value is less than 0.05 (5%) level of significance. From the Table 4.9 above, since the calculated p-value of 0.003 is less than 0.05 (5%) level of significance, the researcher rejected the null hypothesis and accepted the alternative hypothesis, which states that effective leadership style has a significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura. A coefficient of 0.129585 implies that effective leadership style has a positive linear relationship with employee performance. Also, as shown by the t-value of 2.926, this would mean that effective leadership style led to 2.926% increase in employee performance in Akwa Ibom State Polytechnic Ikot Osura. The R<sup>2</sup> value of 0.0334 implies that the model explains a total of 33.4% of the variation in the dependent variable while 66.6% of the variation is explained by variables not included in the model. The D-W stat. value of 1.647 is above 1.5 and is thus closer to 2 indicating the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that more improvement in employee performance in Akwa Ibom State Polytechnic Ikot Osura can be achieved if greater efforts are channeled to sustain the effective leadership style.

##### Test of Hypothesis Two

The second hypothesis (Ho2) was that: "Internal organizational support has no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura". This hypothesis was tested using simple regression statistics and the results are presented in Table 11.

Table 11: Regression Results for Hypothesis Two

Dependent Variable	Coef.	Std. Error	t-stat	p-value
employee performance				
Model Parameters				
Const.	3.583227	0.178671	20.0548	0.000
Internal organizational support	0.146567	0.046954	3.12153	0.002
Model Characteristics				
F-Stat	9.743			
R-Square	0.0378			
Adj. R <sup>2</sup>	.024			
D-W Stat.	2.150			

Source: Researcher's Computation extracted from SPSS outputs in Appendix V

From the result in Table 11, since the calculated p-value of 0.002 is less than 0.05 (5%) level of significance, the researcher rejected the null hypothesis and accepted the alternative hypothesis, which states that internal organizational support has a significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura. A coefficient of 0.146567 implies that internal organizational support has a positive linear relationship with employee performance. Also, as shown by the t-value of 3.12153, this would mean that internal organizational support led to 3.12153% increase in employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The R<sup>2</sup> value of 0.0378 implies that the model explained a total of 37.8% of the variation in the dependent variable while 62.2% of the variation is explained by variables not included in the model. The D-W stat. value of 2.150 indicates the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that more improvement in employee performance in Akwa Ibom State Polytechnic, Ikot Osura can be achieved if greater efforts are channelled to sustaining internal organizational support.

#### Test of Hypothesis Three

The third hypothesis (Ho3) was that: "Technology has no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura". This hypothesis was tested using simple regression statistics and the results are presented in Table 12.

Table 12: Regression Results for Hypothesis Three

Dependent Variable	Coef.	Std. Error	t-stat	p-value
employee performance				
Model Parameters				
Const.	3.723129	0.162665	22.88837	.000
Technology	0.101814	0.042747	2.381774	.0018
Model Characteristics				
F-Stat	5.6728			
R-Square	0.02236			
Adj. R <sup>2</sup>	.0140			
D-W Stat.	2.0914			

Source: Researcher's Computation extracted from SPSS outputs in Appendix VI

From the result in Table 12, since the calculated p-value of 0.0018 is less than 0.05 (5%) level of significance, the researcher rejected the null hypothesis and accepted the alternative hypothesis, which states that technology has a significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura. A coefficient of 0.101814 implies that technology has a positive linear relationship with employee performance. Also, as shown by the t-value of 2.381774, this would mean that technology led to 2.381774% increase in employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The R<sup>2</sup> value of 0.02236 implies that the model explains a total of 22.36% of the variation in the dependent variable while 77.64% of the variation is explained by variables not included in the model. The D-W stat. value of 2.0914 indicates the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that more improvement in employee performance in Akwa Ibom State Polytechnic, Ikot Osura can be achieved if greater efforts are channelled to sustaining the level of technological usage.

#### 4.4.4 Test of Hypothesis Four

The fourth hypothesis (Ho4) was that: "Government policies have no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura". This hypothesis was tested using simple regression statistics and the results are presented in Table 13.

Table 13: Regression Results for Hypothesis Four

Dependent Variable	Coef.	Std. Error	t-stat	p-value
employee performance				
Model Parameters				
Const.	3.559108	0.191525	18.58297	0.000
Government policies	-0.010300	0.077010	-0.13370	0.185
Model Characteristics				
F-Stat	7.698648			
R-Square	0.0301			
Adj. R <sup>2</sup>	.026			
D-W Stat.	1.854594			

Source: Researcher's Computation extracted from SPSS outputs in Appendix VII

From the result in Table 13, since the calculated p-value of 0.185 is greater than 0.05 (5%) level of significance, the researcher accepted the null hypothesis, which states that government policies have no significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura. A coefficient of -0.010300 implies that government policies have a negative linear relationship with employee performance. Also, as indicated by the t-value of -0.13370, this would mean that government policies led to 0.13370% decrease in employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The R<sup>2</sup> value of 0.0301 implies that the model explains a total of 30.10% of the variation in the dependent variable while 69.9% of the variation is explained by variables not included in the model. The managerial implication of the result is that improvement in employee performance in Akwa Ibom State Polytechnic, Ikot Osura can be achieved if there are favourable government policies.

#### 4.5. Discussion of the Findings

The first objective was on the relationship between effective leadership style and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The results obtained from the test of hypothesis one revealed that effective leadership style has a significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura. This finding is consistent with the finding of Francisca (2020) that effective leadership styles had a significant positive effect on employee performance. From the interview responses, there seemed to be a considerable level of parity between employee productivity and leadership styles in the Polytechnic.

Also, the second objective was on the relationship between internal organizational support and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The results obtained from the test of hypothesis two revealed internal organizational support has a significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This finding is consistent with the finding of Karwan (2019) that perceived internal organizational support has a significant effect on employee behavior and organizational commitment. Additionally, it was found that a strong relationship exists between perceived organizational support and employee performance. As stated by one of the interview respondents, "Our Polytechnic hardly assists or supports employee personal projects".

Furthermore, the third objective was on the relationship between technology and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The results obtained from the test of hypothesis three revealed that technology has a significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This finding is consistent with the findings of Muhammad, et al., (2014) and Jawad, et al., (2013) that there is a significant relationship between technological advancement and employee performance. Also, technology greatly escalates the performance and productivity of employees along with time saving. An excerpt from an interview held with one of the respondents reads thus: "Our school management does not care if the equipment is functional. All they expect is result".

Additionally, the fourth objective was on the relationship between government policies and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The results obtained from the test of hypothesis four revealed that government policies have no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura. This finding is inconsistent with the finding of Sunday (2022) that government incentive policy significantly impacted workers performance. From the interview, many respondents explained that they were not comfortable with the frequent change of policies by the school management.

## 5. Summary, Conclusion and Recommendations

### 5.1. Summary of the findings

The key objective of this study was to investigate the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. The specific objectives of the research were to examine the relationship between effective leadership style and employee performance in Akwa Ibom State Polytechnic, Ikot Osura;

assess the relationship between internal organizational support and employee performance in Akwa Ibom State Polytechnic, Ikot Osura; ascertain the relationship between technology and employee performance in Akwa Ibom State Polytechnic, Ikot Osura; and determine the relationship between government policies and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. Four hypotheses were formulated and tested in this study. Bearing in mind the nature of this study, the researcher employed the use of survey research design in which primary data was obtained through questionnaire administration. Data for this study was obtained from both primary and secondary sources. Primary data was obtained through a structured questionnaire. The questions are closed-ended, and directed to collect relevant data from the staff of Akwa Ibom State Polytechnic, Ikot Osura. Secondary sources were information from existing literatures such as relevant textbooks, Journals and periodicals, and library source. The researcher employed tables and simple percentage method to analyse the research questions. However, the simple regression technique was used to test hypotheses. The findings of the study are summarized below:

- i. Effective leadership style has a significant relationship with employee performance in Akwa Ibom State Polytechnic Ikot Osura.
- ii. Internal organizational support has a significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iii. Technology has a significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iv. Government policies have no significant relationship with employee performance in Akwa Ibom State Polytechnic, Ikot Osura.

## 5.2. Conclusion

This study investigated the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. It was found that apart from government policies, other independent variables such as effective leadership style, internal organizational support and technology maintained positive and significant relationship with employee performance. Based on the findings, the researcher concludes that effective leadership style, internal organizational support and technology are the most environmental factors that influence employee performance in Akwa Ibom State Polytechnic, Ikot Osura positively and significantly.

## 5.3. Recommendations

- i. Effective leadership style should be sustained in Akwa Ibom State Polytechnic Ikot Osura.
- ii. Internal organizational support should be provided to enhance a cordial relationship between management and employees for better employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iii. Modern technology should be adopted for efficient service delivery that will enhance employee performance in Akwa Ibom State Polytechnic, Ikot Osura.
- iv. Government policies should be incentive-based and growth driven that will sustain employee performance in Akwa Ibom State Polytechnic, Ikot Osura.

## 5.4. Contribution to Knowledge

The main objective of this study was to investigate the relationship between organizational environment and employee performance in Akwa Ibom State Polytechnic, Ikot Osura. Thus, the research topic and the organizational environment and employee performance model designed by the researcher may add or contribute to the existing body of knowledge or shift the existing knowledge frontier in the field of management and organizational behaviour. Another area this study may add a great significant to the existing body of knowledge in the field of management and organizational behaviour is its scope and population. Finally, the findings and recommendations of this study may add a great significance to the existing body of knowledge or shift the existing knowledge frontier in the field of management and organizational behaviour.

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## Conflict of Interest

The authors declare that they have no conflicting interests

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## Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

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