

# Employee Task Concern and Organisation Performance of Aviation Firms in Rivers State, Nigeria

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**Abstract:** *This study examines the relationship between employee task concern and organizational performance of aviation firms in Port Harcourt, Rivers State, Nigeria. The study adopted the explanatory and quantitative method, hence correlational research design is employed. Sample size of three hundred and ten (310) employees was derived from a population of one thousand six hundred (1600) using Krejcie and Morgan determination table as sampling technique. Data collection was gathered through closed ended structured questionnaire. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The results of analysed data showed that employee task concern significantly correlated positively with the measures of organizational performance being quality service and patronage. Based on the empirical findings, the study concluded that employee task concern has positive significant relationship with organizational performance. Therefore, the study recommends that management of organization should ensure the tasks concern and nature of organizational work are put into consideration when recruiting employees as it is seen that employees with multiskilling experience enhance organizational performance of service delivery and patronage.*

**Keywords:** *Employee Task Concern, Organizational Performance, Quality Service, Patronage*

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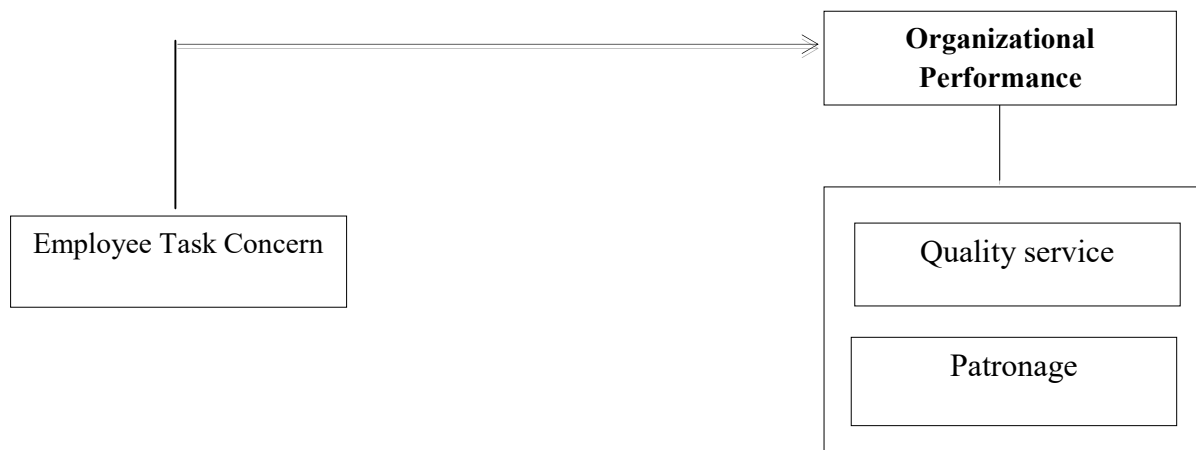
## INTRODUCTION

In recent times, the complexities and frequent changes experienced within the environment have necessitated managers to continuously strive for improvement in their product or service offerings. Such changes essentially call for renewal of operations and sustainable market positioning of goods and services. Incidentally, the changes could emanate from threats or shocks within the environment which may lead to organizational failures if not well managed (Coleman & Adim, 2018). Organizational performance is the outcome of organizational employees. The tastes and needs of customers continue to change and ability of the organization to satisfy their customers is the greatest goal of the organization. The types of skill employees hired into the organization play critical role to organizational performance. In recent time, management of organizations are trying to cut cost of organization by reducing the numbers of

employees in the organization through redundancy while keeping tap on the profitability of the organization as well as its objectives.

In these days, people demand diverse services especially the aviation sector that reflect their own individualities. As a result, the demands become volatile. Every moment new way of doing things are introduced and new service substitute for existing ones. Demands for the existing services can decrease drastically. Where jobs are subdivided and job demarcations are strict, firms have certain limitations in coping with diverse and volatile customers' demands immediately. In order to cope with rapidly changing situations, workers are required to be polyvalence rather than to be specialized on narrowly defined jobs, so that they can perform various tasks according to changing situations (Aoki 1988).

In order to cope effectively with the above situations, workers should be multiskills to understand overall processes of service quality and to exactly grasp causes of problems and solve them by themselves. Relatively speaking, single-skilled workers who are specialized on one or two tasks cannot effectively cope with exceptional situations that are caused by the introduction of new technology. Coping with environmental uncertainties that are frequent with rapid changes accompany with it demands flexibility in the workplace. The flexibility requires workers to have intellectual capabilities to actively perform tasks according to situation changes rather than simple skills. Therefore, this study examines the relationship between employee task concern and organizational performance of the aviation firms in Port Harcourt, Rivers State, Nigeria.



**Fig.1 Conceptual framework for workplace employee task concern and organizational performance**

**Source: Desk Research, 2022**

## **LITERATURE REVIEW**

### **Theoretical Foundation**

#### **Human Capital Theory**

The theory of human capital was propounded by Becker (1962). The theory argues that individual workers have a set of skills or abilities which they can improve or accumulate through training and education. It is an illustration of people's investment in themselves or in their skills that eventually increases their economic productivity. The theory is based on the idea that human capital leads to creativity which eventually results in receiving higher personal income. Babalola (2003) stated in Olanyan and Okemakinde (2008) the logic behind investing in human capital is built on three points of view, which are: first, the new generation must be provided with the knowledge that previous generations also had. Second, the new generation should be trained in the ways in which the existing knowledge can be used to develop and invent different products or social services. Third, the new generation should be encouraged to discover entirely new approaches in fulfilling the community's needs through creative approaches.

Looking at employee's polyvalency which described employees with multiples skills required an organizational approach that value talent through investment in training of employees to be up-to-date on the necessary skills that will ensure effective performances are provided to the organization. From the argument of the proponent of the human capital theory, they believed that, individual workers have unique skills and abilities to improve through training and education. In today's business world with high level of competition across all sector, the ability of organization to higher and keep top talent for efficient performance in the midst of competitors required an enabling environment that encourage and value employees who invest in his/her skills through training that will provide the organization with top notch competitive advantages.

#### **Task Concern**

Task concern is a critical concept with lots of importance in employee's life. It indicates a proper balance both in work and personal life which also ensures organizational productivity and employee's job satisfaction (Edwards & Easton, 2013). Job concern refers to the level of satisfaction, motivation, involvement, and commitment individuals experience with respect to their lives at work (Kalra & Ghosh, 2014). It is the degree to which individuals are able to satisfy their important personal needs while being employed by the work organization. It is very important for employees to have a sound mindset in their work field to utilize their full potentials, and to add value to the organization. An effectively engaged employee is an asset for the organization as he or she will ensure the full productivity. According to Dolan, Garcia, Cabezas, and Tzafrir (2012) job concern is a major concern for employees and how organizations compact with this issue is both of academic and practical consequence. Regarding employee engagement, Lockwood (2014) submitted that it is simply an individual's investment of his complete self into a job role.

Every employee in the employment of any organizations is concerned about the nature of work. It is a common element in any organization work. It is a source of tension and frustration which can arise through a number of interrelated influences on behaviour, including individual, group, organizational, and environmental factors. According to Akpovi (as cited in Okoh & Ujuju, 2011) any situation that is seen as burdensome, threatening, ambiguous, or boring is likely to induce job concern for employees.

Berwick (2013) described job concern as employees' reactions to characteristics of the work environment that seem emotionally and physically threatening. It points to a poor fit between the individual's capabilities and his or her work environment, in which excessive demands are made of the individual or the individual is not fully prepared to handle a particular situation. In general, the higher the imbalance between demands and the individual's abilities, the higher the employee experiences job concern. Job concern often shows high dissatisfaction among the employees, work mobility, burnout, poor job performance, and less employee engagement at work (Teniibiaje, 2013). Job concern, no doubt, is likely to determine the extent to which an employee is engaged in work organization. How much one is engaged with one's job can be a product of the types of concerns one experiences in one's work place.

### **Organizational Performance**

Robbins and DeCenzo (2005) defined organization as a systematic arrangement of people brought together to accomplish some specific purpose. From this perspective, the organization comprises of people who are coordinating from different geographical location with the objective of achieving the purpose of the organization. Organizational performance depends on the people who put all other resources together to achieve the purpose. Without the people who convert other resources to finish products, organizations cease to exist. In the words of Hitt (1988) cited in Adewale, Abolaji and Kolade, (2011) organization is the framework of responsibility, authority and duties through which the resources of an enterprise are brought together and coordinated for the achievement of set goals. As expected organizations strive for performance and continuity on one hand, which are paramount focus of the people in the organization.

Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Lebas, 1995; Wholey J., 1996). At present, there are a variety of definitions attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, is pervasive in almost all spheres of human activity. Organizations perform various activities to achieve their organizational objectives. Quantified repeatable activities help to utilize processes for the organization to be successful in order to ascertain the level of performance and management to make informed decisions on where, if needed, within the processes to actions to improve performance (Georgopoulos, 1957; Robbins, 1987). Therefore, it is possible to claim that there is a close relationship between the organizational objective and the concept of organizational performance. Nevertheless, organizational performance is one of the most argued concepts about which there has never been an agreement among various researchers and theorists (Selden & Sowa, 2004).

Also, Cameron (1986) mentions an absence of adequate understanding or explanation in the definition of the concept of performance. In the lack of any operational definition of performance upon which the majority of the relevant scholars agree, there would naturally be different clarifications and inferences opined by various people according to their perceptions. As a result, a commonly acknowledged definition of the concept looks various difficulties, which means that the possibility of any definitions and originating some standards to arrive at the desired definition is still questionable. Moreover, organizational performance has always had a significant influence on the actions of companies (Crook JR, Bratton VK, Street VL, 2006).

### **Quality Service**

The term service quality is an association of two different words; service and quality. Service means any activity or benefit that one party can offer to another that is essentially intangible and does not result in ownership of anything. Quality on the hand has come to be recognized as a strategic tool for attaining operational efficiency and better performance of the business. Nowadays people live in an environment that is increasingly moving towards a service based economy. Other services are not small part of the economy, but are considered as the heart of value creation in economy. Due to the increasing role of service organizations in the areas of the economy and the importance of quality in the areas of competition, service organizations must look to service quality management with dynamic and strategic approach and have a clear understanding of the quality status of services, the expectations of the client (customer) and the general characteristics of their quality.

Service with regards compared to goods are intangible and are considered an integral part of service providers, thus their assessment by their customers are more difficult. Service quality means the ability of a service provider to satisfy customers in an efficient manner through which he can better the performance of the business. In the service sector, quality is an important element for the success of business. It is because of the realization of its positive link with profits, increased market share and customer satisfaction.

Services quality is defined as a measure of meet customer needs and expectations by the service. Therefore, services quality can be defined difference between customers' expectations of service and services received. In addition, services quality has been defined as "an attitude or general judgment of customers in relation to supremacy of a service, (Koozehchian & et al, 2011). Services quality in marketing literature is defined as: overall assessment of customers from company services. The concept of service quality includes service delivery process and also the results offered services, (Najafizadeh & et al, 2013).

A service may be defined as a change in condition of a person or of a good belonging to some economic unit, which brought about as the result of the activity of some other economic unit, with the prior agreement of former person or economic unit (Caruana, 2002)). Bitner and Hubbert (1994) defined service quality usually as the customer's impression of the relative superiority/inferiority of a service provider and its services. However, this is often considered similar to the customer's overall attitudes of the company. Service quality is perceived as a customer's subjective interpretation of his or her experience. Service quality can pay rich

dividends when done well. Higher levels of service quality produce higher levels of customer satisfaction that lead to increased patronage intentions and increased sales. Service quality play serious role on organizational performance. When the perceive service quality of organizational workforce exceeds the customers expectation, customers loyalty is achieved.

### **Patronage**

According to the Oxford English Dictionary (2008) the word customer or consumer patronage mean a person or thing that eats or uses something or a person who buys goods and services for personal consumption or used. People patronize organizations products/services at one point or the other. Some authors or scholars use customer patronage and loyalty interchangeably because customer patronage precedes loyalty. There is a strong relationship between patronage and loyalty. Patronage is burn out of a desire to be committed to an organization either based on its service quality or perceived service qualities as well as products qualities. Hence, the extent to which a customer will patronize the services of a retail outlet depends on how the customer perceives the business physical environment, the treatment, price and how the customer also thinks and feels that the condition of the service rendered by the retails outlet is consistent with his / her expectation. The desire of a customer to keep shopping in a particular business organization is as a result of the outcome of the previous services perceived by the customer.

The success of every business organization depends largely on the effective customer services initiated by the management of the organization. Without effective customer services, customers patronage isn't visible by any organization and the tendencies for business to sustain growth is not also guaranteed. Hence, the need for effective customers services, which in return attract customers patronage leading to business sustainability.

The banking sector is one of the competitive business environments. It is imperative to note that, banking businesses in the 21st century often compete for customers in order to increase their market share and enhance their sustainability and growth. The possibility of any of these businesses to achieve their stated aims is hinged on their ability to evolve products and services that will satisfy the needs and wants of their target customers better than their competitors. Also, their service quality and delivery strategies play a significant role in the success of the business. Therefore, there is need for management of the business to improve while looking for new avenues to regularly attract and retain their customers. It is on record that, the essence of repeat customer patronage is that an increase in sales volume will ultimately and significantly impact on the company's profitability level, Gabriel (2013).Service quality has been widely discussed since its inception in term of getting positive results; due to its important role of firm's performance (Al-Enezi, 2002; Al-Naser, 2012; Bell, Auh & Smalley, 2005). Offering superior level of service quality will surely enhance the firm's image and acquiring new customers (Elmayar, 2011).

### **Task Concern and organizational Performance**

Jones (2013) reported a meaningful correlation between interpersonal discrimination and employee performance. He argued that employees who frequently encounter incivilities from others in their organization, display greater feelings of psychological distress, including higher

rates of depression and anxiety which in turn, affect their performance with the job. The impact of discrimination on employee has implications for work outcomes and physical wellbeing. A robust body of research suggests that the experience of interpersonal discrimination can lead to substantial negative physical outcomes. Kayastha and Kayastha (2012) study also established high occupational stress, heavy workload, strenuous working conditions, poor peer relations, unreasonable group, and political pressure as factors capable of causing job concerns for employees. In other words, any of those signs mentioned once experienced by the employees, is capable of causing feelings of concerns on the job. Kayastha and Kayastha then concluded that academic staff of university was most likely to experience serious concerns in educational setting. In the education sector, we contend that academic staff job concerns could be role ambiguity, working relationship, conflicting expectation, working condition, role overload, work mismatch, workload, work hazard, work discrimination, and work schedule.

On the relationship between job concerns and employee performance, finding from the study of Igbal, Ghafoor, and Malik (2013) confirmed that the relationship between work overload and employee performance was significant. Their results showed that the direction of the relationship is negative which implies that workers derive their engagement from minimal workload.

Ho<sub>1</sub>: There is no significant relationship between task concern and quality service in the aviation firms in Port Harcourt, River State, Nigeria.

Ho<sub>2</sub>: There is no significant relationship between task concern and patronage in aviation the firms in Port Harcourt, River State, Nigeria.

## **METHODOLOGY**

The study adopted the explanatory and quantitative method, hence correlational research design is employed. Sample size of three hundred and ten (310) employees was derived from a population of one thousand six hundred (1600) using Krejcie and Morgan determination table as sampling technique. Data collection was gathered through closed ended structured questionnaire. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

## DATA ANALYSIS AND RESULTS

**Table 1: Correlation matrix for Task Concern and organizational performance**

		Task Concern	Quality Service	Patronage
Task Concern	Pearson Correlation	1	.759**	.789**
	Sig. (2-tailed)		.000	.000
	N	280	280	280
Quality Service	Pearson Correlation	.759**	1	.985**
	Sig. (2-tailed)	.000		.000
	N	280	280	280
Patronage	Pearson Correlation	.789**	.985**	1
	Sig. (2-tailed)	.000	.000	
	N	280	280	280

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

Source: SPSS Output

Ho<sub>1</sub>: There is no significant relationship between task concern and quality service in the aviation firms in Port Harcourt, River State, Nigeria.

The table 1 showed the correlation of hypotheses one and two; the hypothesis one showed a significant correlation at  $r = .759^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_0:1$ ), and upheld the alternate and restated, thus, there is a significance relationship between task concern and quality service in the aviation firms in Port Harcourt, Rivers State, Nigeria.

Ho<sub>2</sub>: There is no significant relationship between task concern and patronage in aviation the firms in Port Harcourt, River State, Nigeria.



The hypothesis two showed a significant correlation at  $r = .789^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{0:2}$ ), and upheld the alternate and restated, thus; there is a significance relationship between task concern and patronage in the aviation firms in Port Harcourt, Rivers State, Nigeria.

## **DISCUSSION OF FINDINGS**

The first and second hypotheses showed that, there is a strong positive relationship between task concern and measure of organizational performance on quality service and patronage of which the significant is based on  $r=0.759$ ;  $p= 0.000 < 0.05.$ , and  $r=0.789$ ;  $p= 0.000 < 0.05.$ , both at 95% confidence interval leading to the rejection of the null hypothesis ( $H_{0:1}$ ) and ( $H_{0:2}$ ), stated in the chapter one, and upheld the alternate and restated thus; there is a significant relationship between task concern and quality service and patronage. This study findings support the empirical findings of Kayastha and Kayastha (2012) that study established high occupational stress, heavy workload, strenuous working conditions, poor peer relations, unreasonable group, and political pressure as factors capable of causing job concerns for employees. In other words, any of those signs mentioned once experienced by the employees, is capable of causing feelings of concerns on the job. Kayastha and Kayastha then concluded that academic staff of university was most likely to experience serious concerns in educational setting. In the education sector, we contend that academic staff job concerns could be role ambiguity, working relationship, conflicting expectation, working condition, role overload, work mismatch, workload, work hazard, work discrimination, and work schedule and this is generally seen to be same in the aviation's industry especially, the firms in Port Harcourt, Rivers State, Nigeria.

## **CONCLUSION AND RECOMMENDATION**

The study concludes that employee task concern positively enhances organizational performance in the aviation firms in Port Harcourt, Rivers State, Nigeria.

Therefore, the study recommends that management of organization should ensure the tasks concern and nature of organizational work are put into consideration when recruiting employees as it is seen that employees with multiskilling experience enhance organizational performance of service delivery and patronage.

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