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Relationship Between Workplace Behaviour and Staff Job Performance in Private Secondary Schools in Ilorin West Local Government, Kwara State, Nigeria

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Abstract

Workplace behaviour refers to behaviour that organization requires or demands of employees at all times which will encourage efficient running of the organization and subsequently lead to the attainment of the goals. Drawing from empirical studies and review of theories, this study examined the relationship between workplace behaviour and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria. Specifically, the study assessed: (i) the relationship between punctuality and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria; (ii) the relationship between teamwork and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria and (iii) the relationship between discipline and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria. The study was a descriptive research of correlation type, random sampling technique was used to select 50 private secondary schools in Ilorin West local government. Random sampling technique was used to select 10 staff per school. Purposive sampling technique was used to select administrative officers (Proprietors, Principals, Vice-Principals and Bursars). Questionnaire was used to collect data for the study, the instruments were validated by the experts and also tested for reliability. The reliability coefficients realized for WPQ and SJPQ were 0.82 and 0.76, respectively. The main and operational hypotheses were tested using Pearson product-moment correlation statistics respectively at 0.05 level of significance. The results revealed that there was a significant relationship between workplace behaviour and staff job performance ($p > 0.05$). The study concluded that workplace behaviour plays a significant role in enhancing staff job performance which would consequently facilitate the realization of educational goals of secondary schools in Ilorin-West local government, Kwara state, Nigeria. Based on the findings and conclusion, the study recommended that education stakeholders, including state government, should intensify their efforts to ensure that staff maintain workplace behaviour through strict implementation of staff code of conduct, the staff should be sensitized on the importance and consequences of workplace behaviour and ensure that appropriate sanctions are carried out on the defaulters.

Keywords: workplace behaviour, job performance, private secondary schools

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1. Introduction

Workplace behaviour (WB) is organizational values that deal with ethical issues which determine what is considered ethically correct for the operation within the organization. Organizational ethics are rules, standards, codes, or principles which provide guidelines for morally right behaviour and truthfulness in a specific situation. When normal work behaviour goes beyond the norms of the organization, its consequences are far-reaching and affect all levels of the organization including its decision-making processes, productivity, and financial costs (Bennett & Robinson, 2003; Dubey, Pathak & Sahu, 2020). Sapna (2012) emphasizes that organizational behaviour concerns the characteristics and behaviour of employees in isolation, the processes that take place at the organization itself, and the characteristics and behaviour directly caused by people's individual needs and motivations working within the structure of the organization. One cannot completely understand an individual's behaviour without learning something about that individual's organization.

In 2017, the Police Service Commission (PSC) that is responsible for regulating police force in Nigeria, promoted six gallant officers for rejecting bribe of \$21 million offered to them during their operation. The officers were commended for exhibiting behaviour that is in tandem with the code of conduct in police force, thus exhibiting professionalism, fearlessness and incorruptibility (Premium Times, 2017). In the same vein, Lagos state Government of Nigeria rewarded 12 outstanding teachers for their commitment to teaching profession. The Governor of the state submitted that his administration is cognizant of the essential role that teachers play in contributing to the society of future. This is the government is committed to rewarding exceptional teachers on a regular basis (Premium Times, 2021).

Hartwig, Clarke, Johnson, and Willis (2020) opined that an employer cannot understand how the organization operates without studying the people who make it up. Thus, the organization influences and is influenced by individuals. Each individual brings an organization a unique set of beliefs, values, attitudes and other personal characteristics. They interact with each other to create organizational settings.

Afshan, Sobia, Kamran and Nasir (2012) defined performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy and completeness. Wood and Stangster (2002) stated that the employee's performance is measured against the performance standards set by the organization. There are some measures that can be taken into consideration when measuring performance, for example, using productivity, efficiency, effectiveness, and quality and profitability measures. Samson (2018) opined that job performance of the employees determines the success of any organization. When the job performance is effective, the organization stands at a good position to achieve the stated goals but the reverse is the case when the job performance is unappealing.

Oyetaikin, Ajalode and Alen (2020) opined that teachers' behavior is determined by certain factors, which include motivation, recognition, and commitment. Nwokolo, Anyamene and Okafor (2020) established relationship between commitment and teachers' job satisfaction in secondary schools. Sezer and Uzun (2020) opined that teachers' job performance is based on commitment and trust.

The pursuit of improvement in education quality in Nigeria is one of the critical issues facing the education and training sector. The Federal Ministry of Education is aware that expanding access without due consideration of quality is futile, economic and social gains associated with expanding access can only be realized if quality is given priority. The situation of education in Nigeria is such that current performance levels are exceedingly low and not responsive to the demand for skills required to sustain a knowledge-driven sector.

Therefore, this study is investigating workplace behaviour and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria.

2. Literature Review

Workplace behaviour is explained as behaviour that an organization requires or demands from employees at all times which will encourage efficient running of the organization and subsequently lead to the attainment of the goals (Hany, Hassan & Badran, 2020; Robbins, 2005). It is believed that consciousness at work (which is a grouping of overall attendance, rule following, and break allotment) has a strong positive effect on organization effectiveness. When the normal workplace behaviour goes outside the norms of the organization, its consequences are far reaching and affect all levels of the organization, including its decision-making process, productivity, and financial costs. Sapna (2012) believed that workplace behaviour is concerned with the characteristics and behaviour of employees in isolation; the characteristics and processes that are part of the organization itself; and the characteristics and behaviour directly resulting from people with their individual needs and motivations working within the structure of the organization. Samson (2018) observed that workplace behaviour of some workers in some states in Nigeria was not high enough to facilitate their effective job performance. Organizational behaviour is specifically concerned with work-related behaviour. In addition to understanding the on-going behavioural processes involved in 'their jobs, managers must understand the basic human element of their work (Sapna, 2012). According to James (2016), workplace behaviour of the employees determines how they perform their job in the organization. An employee who is very committed, punctual, accommodating, trustworthy, supportive and loyal to the organization is likely to perform his/her job effectively; and reverse is the case when an employee gives little or no regards for all these. Workplace behaviour helps in predicting human behaviour in the organizational setting by drawing a clear distinction between individual behaviour and group behaviour. Organizational behaviour does not provide solutions to all complex and different behaviour puzzles of organization. It is only the intelligent judgment of the manager in dealing with a specific issue that can try to solve the problem. The ethical climate of an organization refers to the shared perceptions of what is ethically correct behaviour and how ethical issues should be handled in the organization (Peterson, 2002). Peterson concluded that factors influencing the ethical climate of an organization include personal self-interest, company profit, operating efficiency, team interests, friendships, social responsibility, personal morality, and rules, laws and professional codes.

Research to date indicates that workplace behaviour can be grouped into two types (negative and positive behaviour). Specifically, the numerous terms that can be used to explain negative WB include counterproductive workplace behaviour, destructive workplace behaviour, antisocial work behaviour, destructive workplace behaviour, dysfunctional workplace behaviour, and organization mistrust, etc. (Nagib Ali & Mohamed, 2020; Reyhanoğlu & Özden, 2020). The most quoted explanation is credited to the efforts of by Bennett and Robinson (2003) where their research came up with findings that there are certain behaviours that violate momentous organizational standards, frightening employers and workers, or both. Various kinds of behaviours were incorporated and inserted into a distinctive framework that is created on two major dimensions: the first dimension denotes the severity of workplace deviance (severe or mild), while the second dimension denotes the source of deviance (interpersonal or personal) (Wang & Chen, 2020). Positive (constructive) workplace behaviour is described as a behaviour that deviates from organizational standards and actions in order to improve the overall success of employer, employees, or both. Positive work behaviour includes productive breach of the organizational standards with noble intentions in the context. Generally, positive interpersonal characteristics include non-collection of kickbacks, punctuality to work, discipline, disapproving the ineffectual superiors or pointing on morally dubious conduct of employees in the organization. In the same vein, studies revealed

that positive interpersonal behaviour occurs when employee does not obey a manager's order or team member requests, aiming to advance performance. Case of positive organizational is when employees start improvement activities that brake performance-limiting standards based on sympathetic of the scantiness of these standards (Astuti, Maryati & Harsono, 2020; Rasool, Wang, Zhang & Samma, 2020).

Punctuality is strictly observant of an appointed or regular time at the scheduled or proper time to work. Punctuality is a sign of seriousness of workers to the job which they do. Samson (2018) believes that punctuality to a great extent could determine the level of effectiveness of the job performance of employees in any organization. Employees who hold punctuality as their watchword, resume work and close at the right time are likely to perform their official duties effectively. Because some of these workers do not come to work at the right time, and some might even not go to work for days without any cogent reason, they are not ready to collaborate with their colleagues to achieve the stated goals and the level of indiscipline in some of these workers is very disgusting. Teamwork is a collaboration effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. Sanyall and Hisam (2018) opined that teamwork helps in developing the skills and perspectives of the employees through the automatic exchange of positive opinions, feedback, experiences and viewpoints between the members of the educational institution team, and this process could create a constant development in individual employee's job performance.

Discipline is the act of obeying the rules or code of behaviour in a workplace. Samson (2018) viewed discipline as an important factor which affects job performance of employees. A disciplined employee would always want to distance him/herself from any act which would give them bad records in the organization and this could consequently enhance their effective job performance. Not only that, Monday (2017) opined that employees' discipline is one of the factors which could bring about differences in the level of productivity of the organization. This is because disciplined employees are likely to take work seriously and perform their job excellently to achieve a higher productivity than their counterparts in other organizations who are not disciplined. The study conducted by Maryani, Entang and Tukiran (2021) on work discipline and employee performance in Indonesia concluded that an employee with high discipline traits performed better in organization. The discipline traits include punctuality, neatness, trust among others are necessary ingredients that enabled employees to perform well in tandem with the established norms in the organization. Komar (2021) focused on the nexus between organization culture and employee job performance in Java, Indonesia. The outcome of the study established a link between culture (in terms of discipline and punctuality) and high performance. Nadeem, Arif and Asghar (2020) concluded that performance of staff in the organization is based on the level of positive behaviours exhibited that are in sync with the objectives of the organization. Abbasi, Javed and Naseem (2021) found that professionalism traits (discipline, honesty, and punctuality) are key determinant factors that can be used to explain teachers' performance in Pakistan. The research conducted by Ferdinandus (2020) concluded that discipline is an important factor for ensuring high performance in organization. Also, Omotunde and Alegbeleye (2021) examined management practices and job performance of libraries in Nigerian universities and concluded practices such as discipline and teamwork are factors that drive staff performance in the universities' libraries.

Furthermore, Afshan, Sobia, Kamran and Nasir (2012) concluded that performance is the achievement of specific tasks measured against predetermined or identified standards of accuracy and completeness. Wood and Stangster (2002) stated that the employee's performance is measured against the performance standards set by the organization. Employee job performance shows the individual behaviour that contributes to achieving organizational objectives. In this context job, performance shows effectiveness and efficiency that make a payment to organizational goals. Saeed and Asghar (2012) hold that employee performance principally depends upon many factors like performance appraisals, employee motivation, employee satisfaction, compensation, job security, organizational structure, and others. Dale Carnegie Training (2012) opined that the level of dedication

of the workers is one of the factors which make one organization more productive or effective than another, which makes an organization to have sustainable competitive advantage over other organization.

In school context, Mart (2013) found that dedicated teachers are the ones who believe that stimulating students towards active learning and exploring intellectual and moral development of students is a compulsory assignment which they must carry out with high enthusiasm. Teachers with dedication perform their job with great zeal and attach significant value to it. Dale Carnegie Training (2012) found that a dedicated employee tends to create smooth interpersonal relationship with the employer and his/her colleagues within the organization, foster positive working environment and always eager to take the risk which could facilitate success of the organization. Honingh and Oort (2009) assessed teachers' perceived organizational factors and students' behavior in secondary schools and found that teachers who exhibit discipline in the classroom influenced the behavior of their students positively based on the rules and regulations that they want their students to follow. The study by Adigun (2020) on the relationship between related factors and teachers' job behavior in Nigerian secondary schools indicates that behavior such as discipline and teamwork influenced the effectiveness of teachers who are implementing the contents of the school curriculum.

From the theoretical point of view, this study is anchored on theory of planned behaviour (TPB). The TPB is one of the advanced theories in social sciences that can be used to explain the actions and inactions of employees in the organization. The theory is equally a psychological system that relate beliefs to behaviour. It has three main components: they are subjective norms, attitude, and perceived behavioural control (Si, Shi, Tang, Wu & Lan, 2020). The three key components shape employee's behavioural intentions. The fundamental guiding principle in TBP is that behavioural intention is hinged on the most proximal element of human social behaviour. The theory was further elaborated with the effort of Icek Ajzen with a view to refining the predictive power of the TRA (theory of reasoned action). The intention of Ajzen was to incorporate perceived behavioural control in theory of planned behaviour. Empirical studies that focused on human behaviour in organization have come up with conclusion that TPB can be used to relations among attitudes, behavioural intentions, beliefs, and behaviours in various human domains. The domains encompass, but are not restricted to, healthcare, banks, sport management, public relations, advertising campaigns, and sustainability. Furthermore, TBB is guided by three unique considerations: normative beliefs, control beliefs, and behavioural beliefs (Lin & Roberts, 2020; Ulker-Demirel & Ciftci, 2020). In their respective aggregates, behavioural beliefs have tendency to exhibit unfavorable or favorable character toward the behaviour, normative beliefs is hinged on subjective norm while control beliefs is connected with perceived behavioural control. The perceived attitude toward the behaviour, behavioural control, and subjective norm lead to the overall formation of a behavioural intention. Specifically, the perceived behavioural control is recognized as not only affect actual behaviour unswervingly, but also affect it indirectly via perceived behavioural intention. There are general rules in TPB. Firstly, when an individual has an auspicious attitude toward a behaviour. Secondly, the perceived attitude is strongly linked with the relevant norms. Thirdly, the individual notices that s/he has a high level of behavioural control, a resilient purpose to achieve the behaviour in question is expected. In conclusion, given an appropriate grade of actual control over the behaviour, the individual is projected to exhibit his or her objectives when the chance arises (Ajzen, 2020; Yirimoglu & Gunay, 2020; Yuriev, Dahmen, Paillé, Boiral & Guillaumie, 2020).

Drawing from past empirical studies and review of relevant theory, this study intends to investigate the nexus between workplace behaviour and staff job performance in private schools of Ilorin West local government area of Kwara state, Nigeria. The framework of the study is shown below:

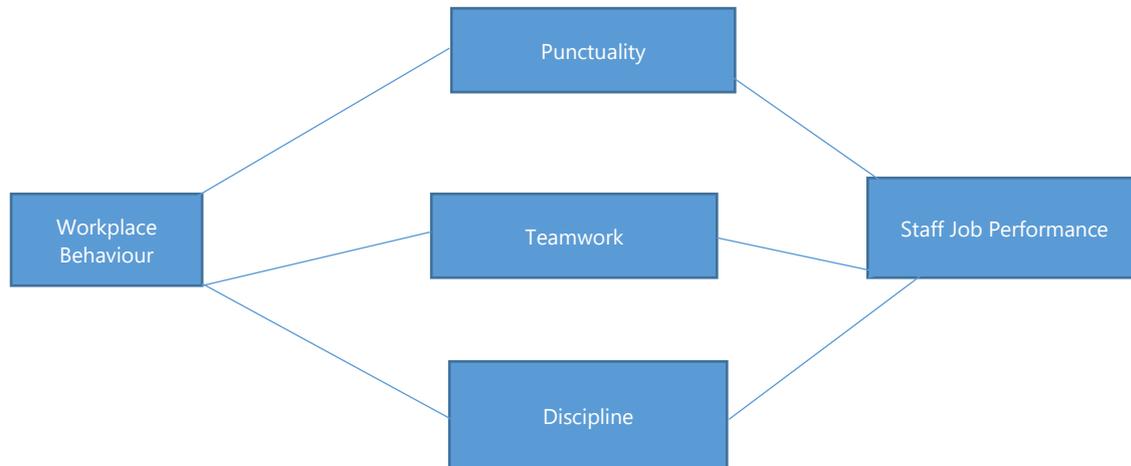


Figure 1: Conceptual framework of the study

2.1 Research Questions

The following research questions were raised to guide the study:

1. What is the level of workplace behaviour in private secondary schools in Ilorin West local government, Kwara state, Nigeria?
2. What is the level of staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria?

2.2 Research Hypotheses

The following research hypotheses were formulated to guide the study:

2.3 Main Hypothesis

H₀: There is no significant relationship between workplace behaviour and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria.

Operational Hypotheses

H₀₁: There is no significant relationship between punctuality and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria.

H₀₂: There is no significant relationship between teamwork and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria.

H₀₃: There is no significant relationship between discipline and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria.

3. Methodology

The research design adopted for this study was a descriptive survey. The design was considered appropriate for this study because it allowed the researcher to systematically gather respondents' opinions on the relationship between workplace behaviour and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria.

The population of the study comprised all the private secondary schools in Ilorin West local government, Kwara state, Nigeria. The target population of the study comprised 50 private secondary schools in Ilorin West local government, Kwara state, Nigeria. Random sampling technique was used to select 10 staff per school which amounted to 500 staff. Purposive sampling technique was used to select administrative officials (Proprietors, Principals, vice-Principals and Bursars).

The instrument for gathering data for this study was questionnaires, designed by the researchers and entitled "Workplace Behaviour Questionnaire" (WBQ), it was used to elicit relevant information from the officials (Proprietors, Principals, vice-Principals and Bursars) in the private secondary schools in Ilorin West local government, Kwara state, Nigeria on the work behaviour of staff. And "Staff Job Performance Questionnaire" (SJPQ) was adapted from the study conducted by Adigun (2020) and Sezer and Uzun (2020) and was used to collect vital information about the productivity of the staff in the private secondary schools in Ilorin West local government, Kwara state, Nigeria. The WPQ, on the other hand, consisting of 15 items elicited responses using a Likert Scale of: Strongly Agree (SA) 4, Agree (A) 3, Disagree (D) 2 and Strongly Disagree (SD) 1. The SJPQ consisting of 15 items had Always options (A), Often (OF), Occasionally (OC) and Never (N). Respondents were asked to put a tick (\checkmark) against each of the items to make their choice. The questionnaire designed was validated by experts. The reliability of the instrument was defined by using Cronbach Alpha method at 0.05 level of significance. The reliability coefficient of 0.87, and 0.76 were obtained for WPB, and SJP respectively. Pearson Product-Moment Correlation statistics was used to test the hypotheses formulated at 0.05 level of significance.

4. Results and Analysis

Research Question 1: *What is the level of workplace behaviour in private secondary schools in Ilorin West local government, Kwara state, Nigeria?*

Table 1: Mean and Standard Deviation of the Level of Workplace Behaviour in Private Secondary Schools in Ilorin West Local Government, Kwara State, Nigeria

S/N	Variables	N	\bar{X}	SD	Decision
1.	Punctuality	500	2.45	0.63	Moderate
2.	Teamwork	500	2.30	0.52	Moderate
3.	Discipline	500	2.41	0.58	Moderate
	Grand mean		2.39		Moderate

Key:

\bar{X}

1.00-1.99 Low

2.00-2.99 Moderate

3.00-4.00 High

Table 1 shows the mean and standard deviation of the level of workplace behaviour in private secondary schools in Ilorin West local government, Kwara state, Nigeria. It was discovered that punctuality, teamwork and discipline had mean scores of 2.45, 2.30 and 2.41 respectively as such is considered moderate. Therefore, the grand mean of 2.39 shows that the level of workplace behaviour in private secondary schools in Ilorin West local government, Kwara state, Nigeria was moderate.

Research Question 2: What is the level of staff job performance in private secondary schools in Ilorin west local government, Kwara state, Nigeria?

Table 2: Mean and Standard Deviation of the Level of staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria

S/N	Variables	N	\bar{X}	SD	Decision
1.	Dedication	500	2.93	0.58	Moderate
2.	Creativity	500	2.79	0.47	Moderate
3.	Quality of work output	500	2.83	0.53	Moderate
Grand mean			2.95		Moderate

Table 2 presents the mean and standard deviation of the level of staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria. It was found out that the dedication, teamwork and quality of work output had mean scores of 2.93, 2.79 and 2.83 respectively, as such is considered moderate. Therefore, the grand mean of 2.95 depicted that the level of staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria was moderate.

Hypotheses Testing

Ho: There is no significant relationship between workplace behaviour and staff job performance in Ilorin West local government in Kwara state, Nigeria.

Table 3: Relationship between Workplace Behaviour and Job Performance

Variable	N	\bar{X}	SD		Cal. r-value	p-value	Decision
Workplace behaviour	500	2.65	.58				
Personnel Job Performance	500	2.92	.53		.675	.064	Ho rejected

P value > 0.05

Table 3 shows the calculated r value (.675), while the p value (.064) is greater than the significance level (.05). Therefore, the null hypothesis (Ho) is rejected. This means that there was a significant relationship between workplace behaviour and staff job performance in Ilorin west local government in Kwara states, Nigeria.

Ho₁: There is no significant relationship between punctuality and staff job and staff job performance in Ilorin West local government in Kwara state, Nigeria.

Table4: Relationship between Punctuality and Job Performance

Variable	N	\bar{X}	SD		Cal. r-value	p-value	Decision
Punctuality	500	2.75	0.63				
Personnel Job Performance	500	2.92	0.53		.689	.060	Ho₁ Rejected

p-value>0.05

Table 4 shows the calculated r-value (.689) while the p-value (.60) is greater than the significance level (0.05). Therefore, the null hypothesis (Ho₁) is rejected. This means that there was a significant relationship between punctuality and staff job performance in Ilorin west local government in Kwara states, Nigeria.

Ho₂: There is no significant relationship between teamwork and staff job performance in Ilorin West local government in Kwara state, Nigeria.

Table 5: Relationship between Teamwork and Job Performance

Variable	N	\bar{X}	SD		Cal. r-value	p-value	Decision
Teamwork	500	2.29	0.52				
Personnel Job Performance	500	2.92	.53		.596	.052	Ho₂ rejected

p-value>0.05

Table 5 shows the calculated r value (.596) while the p value (.052) is greater than the significance level (0.05). Therefore, the null hypothesis (Ho₂) is rejected. This shows that there was a significant relationship between teamwork and staff job performance in Ilorin West local government in Kwara states, Nigeria.

Ho₃: There is no significant relationship between discipline and staff job performance in Ilorin West local government in Kwara state, Nigeria.

Table 6: Relationship between Discipline and Job Performance

Variable	N	\bar{X}	SD		Cal. r-value	p-value	Decision
Discipline	500	2.41	0.58				
Personnel Job Performance	500	2.92	0.53		.631	.063	Ho₃ rejected

p-value>0.05

Table 6 shows the calculated r-value (.631) while the p-value (.063) is greater than the significance level (0.05). Therefore, the null hypothesis (Ho₃) is rejected. This reveals that there was a significant relationship between discipline and staff job performance in private schools of Ilorin West local government in Kwara state, Nigeria.

5. Discussion

In tandem with the first research question of the study, which seeks to assess the level of workplace behaviour in private secondary schools in Ilorin west local government, Kwara state, Nigeria, findings indicate teachers' perceived moderate level of discipline, teamwork and punctuality. These findings coincides with the research conducted by Maryani, Entang and Tukiran (2021) on work discipline and employee performance. The outcome of the study revealed high level discipline traits as perceived by the employees that are working for the organization. Komar (2021) found a high level of positive behaviours as expressed by workers. The behaviours include neatness, group discussion, punctuality and self-discipline. Abbasi, Javed and Naseem (2021) found that high professionalism traits among teachers are key factors that can be traceable to organization that operates in line the laid-down rules and regulations as stipulated by the employers. Similarly, the work of Omotunde and Alegbeleye (2021) established high practices such as discipline and teamwork among staff of libraries in Nigerian universities. The research conducted by Adigun (2020) established high level of teachers' commitment in secondary schools. In the same vein, Mart (2013) found high school teachers' perception concerning trust and commitment to work in secondary schools.

Also, the current findings are in consonance with the theory of planned behaviour (TPB), which postulates that behavioural intention is guided by high positive behaviour. The positive behaviour that employees can exhibit include discipline, punctuality, teamwork, non-misuse of properties and resources, openness, and truthfulness (Ajzen, 2020; Yarimoglu & Gunay, 2020; Yuriev et al., 2020).

In line with the second research question of the study, which aimed at examining the level of staff job performance, the findings of the study revealed a moderate level of dedication, creativity, and quality of work output as expressed by the teachers selected for the study. These findings correlate with the study investigated by Ferdinandus (2020) concluded that high staff job performance are centered on the quality of positive work behaviour demonstrated by the workers. The study conducted by Astuti, Maryati and Harsono (2020) revealed a high level of job performance in organization. Rasool, Wang, Zhang and Samma (2020)

concluded that high job performance is needed for the smooth running of business activities. The outcome of Ulker-Demirel and Ciftci (2020) study conforms with the findings of the current study on perceived high level of performance, while Lin and Roberts (2020) established employees' high tendency to perform better in an organization that is founded on the basis of good ethical behaviour.

The findings of the main hypothesis revealed that there was a significant relationship between workplace behaviour and staff job performance in Ilorin West local government in Kwara state, Nigeria. This means that the staff attitude to the work in the private secondary schools in Ilorin West local government in Kwara state was positive and encouraging and this, consequently, enhances their effective job performance. The null hypothesis tested showed that p value (0.64) is greater than significance level (0.05). This ascertains that behaviour exhibited by the staff in the private schools in Ilorin West local government Kwara state on the job could also determine their job performance.

To compare the results of the current study with the results obtained by other researchers, let us view Saeed and Asghar (2012) study who found that employee performance principally depends upon many factors like organizational behaviour, performance appraisals, employee motivation, employee satisfaction, compensation, job security, organizational structure, and others. No matter how skilled and knowledgeable workers in an organization are, unless they cultivate a positive workplace behaviour, their job performance might continue to be discouraging, thereby resulting in poor productivity of the organization. When the staff in the schools make punctuality, teamwork and discipline their watchword, it could lead to more effective performance of their job. Also according to James (2016), workplace behaviour of employees determines how they perform their job in the organization. An employee who is very committed, punctual, accommodating, trustworthy, supportive and loyal to the organization is likely to perform his/her job effectively, and reverse is the case when an employee gives little or no regards for all these. In the same vein, this finding corroborates the view of Samson (2018) that workplace behaviour of some workers in some states in Nigeria was not high enough to facilitate their effective job performance. This is because some of these workers do not go to work at the right time, some might not go to work for days without any cogent reason, some are not ready to collaborate with their colleagues to achieve the state goals and the level of indiscipline in some of these workers is very disgusting. Not only that, Monday (2017) asserted that many workers in the government enterprises see the work they do as nobody's father's business. This is the reason why their corporate workplace behaviour has been poor. Unless they change this bad attitude, the level of productivity in these organizations might not be appreciable.

The findings of the hypothesis one tested revealed that there was a significant relationship between punctuality and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria. The null hypothesis tested showed that p value (.060) is greater than significance level (.05). This signifies that punctuality is a sign of seriousness to the job which one does. Because staff in private schools Ilorin West local government Kwara state, Nigeria are always punctual in their respective offices, their official duties were performed at the right time and this lead to effective job performance. It could also be stated that job performance of the personnel who are always punctual at work is likely to be more effective than that of their colleagues who are not punctual. This finding agrees with the view of Samson (2018) that punctual employees are valuable assets to any organization. The job performance of employees who do not respect punctuality could be poor; they tend to constitute mere burdens on the system and might not meaningfully contribute to the productivity of the organization. Managers need to ensure that their employees reach office on time as a way of enhancing their effective job performance. In addition, Samson (2018) found that punctuality, to a great extent, could determine the level of effectiveness of the job performance of employees in any organization. Employees who hold punctuality as their watchword resume work and close at the right time and likely to perform their official duties effectively.

The findings of the hypothesis two tested revealed that there was a significant relationship between teamwork and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria. The null hypothesis tested showed that p value (.052) is greater than significance level (.05). This signifies that the staff in private secondary schools in Ilorin West local government, Kwara state, Nigeria engage in teamwork, there is cross breeding and sharing of ideas, knowledge, experiences and techniques among them. The knowledge, ideas, experiences and techniques gained by the staff who participate in the teamwork help to enhance their effective job performance. This finding supports the view of Vašková (2007) that teamwork assists in improving individual performance of employees. Through teamwork individual employees are likely to be more creative, develop more problem-solving skills and higher degree of adaptability and operational management; hence, effectiveness in job performance. When teamwork is well adopted, the individual performance of each employee might be effective more than when each operates differently without sharing any ideas with one another. Sanyall and Hisam (2018) opined that, teamwork helps in developing the skills and perspectives of the employees through the automatic exchange of positive opinions, feedbacks, experiences and viewpoints between the members of the team, and this process could create a constant development in individual employee's job performance. Nwokolo, Anyamene and Okafor (2020) established the link between commitment and teachers' job satisfaction in secondary schools.

The findings of the hypothesis three tested revealed that there was a significant relationship between discipline and staff job performance in private secondary schools in Ilorin West local government, Kwara state, Nigeria. The null hypothesis tested showed that p-value (.063) is greater than significance level (.05). This implies that the staff in private secondary schools in Ilorin West local government, Kwara state, Nigeria fervently observe all the rules guiding their official duties, their attitudes to the job conform to the set standards and this consequently facilitate effective job performance. This finding is in tandem with the view of Samson (2018) that discipline is an important factor which affects job performance of employees. A disciplined employee would always want to distance himself from any act which would give him bad records in the organization and this could consequently enhance his effective job performance. Not only that, Monday (2017) opined that, discipline of the employees is one of the factors which could bring about differences in the level of productivity of the organization. This is because, disciplined employees are likely to take work serious and perform their job excellently to achieve higher productivity than their counterparts in other organization who are not disciplined.

6. Conclusion

The research revealed that a significant relationship existed between workplace behaviour and staff job performance in private secondary schools in Ilorin west local government, Kwara state, Nigeria. The study revealed that the level of workplace behaviour was moderate, therefore, the level of staff job performance in private secondary schools in Ilorin west local government, Kwara state, Nigeria was positive and moderate. Achieving effective personnel job performance in privates secondary schools in Ilorin west local government, Kwara state, Nigeria can be traced to workplace behaviour (punctuality, discipline and team work). This is based on the fact that workplace behaviour serves as factor or determinant to staff productivity. Based on the findings, the study concluded that, appropriate workplace behaviour plays significant role in enhancing personnel job performance which would consequently facilitate actualization of educational goals of secondary schools in Ilorin west local government, Kwara state, Nigeria.

7. Recommendations

Based on the findings, the study recommended that:

- i. The educational stakeholders including state government must develop and implement the policy and procedure to foster appropriate workplace behaviour and a culture of respect and to deal effectively with inappropriate workplace behaviour;
- ii. Regular orientation and sensitization should be carried out for staff with adequate information about discipline that will promote appropriate behaviour at work; and
- iii. There should be a proactive approach in developing the interpersonal skills of persons selected to supervise/management positions in terms of their ability to relate appropriately to staff who report to them and their ability to build teamwork among the staff.
- iv. School management should appreciate teamwork spirit that promotes the ethics and values of organization.
- v. Sound workload behaviour policy must be established in the organization to ensure positive behaviours from the teachers

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