

Size Of Industrial Organization: Impact On Workers' Behaviour


Dayo Akintayo, (Email: pastordayoakin@Yahoo.Com), Olabisi Onabanjo University, Nigeria
S.S.Babalola, University Of Ibadan, Nigeria.

ABSTRACT

The study investigated the influence of size of organization on workers' behaviour (labour turnover, absenteeism, and job satisfaction and strike prone activity behaviour) in industrial organizations in South-Western Nigeria. This was for the purpose of determining the appropriate management strategies that could foster commitment, cooperation and compliance among industrial workers in Nigeria. The study adopted ex-post facto research design. A total of 320 respondents were drawn from the selected work organizations to represent both large-scale and small-scale organizations, using proportionate stratified sampling technique. The researcher utilizes a set of questionnaire for data collection. The five hypotheses generated for the study were tested at 0.05 alpha level using Pearson product moment correlation and t test statistical methods. The findings of the study revealed that there was a significant relationship between size of organization and workers' behaviour. It was therefore being recommended that organizational support system should be encouraged in order to foster commitment, reduction in labour turnover, dissatisfaction, absenteeism and strike prone activity among industrial workers. Also, labour and management education that could incorporate psychological issues such as burnout, stress, interpersonal relations and conflict management should be organized for workers on continuous basis in order to foster attraction to organization among the work force.

Keywords: Size, organization, behaviour, workers, South-Western, Nigeria.

INTRODUCTION

 rganization is established and structured to pursue certain goals. The most important of these goals is increased productivity in terms of quality of service delivery. Besides, both workers and employers who interact with one another within an organization are aware that they are pursuing this corporate goal. Thus, the efficiency of an organization is usually measured on the basis of this theory.

In the recent times, some researchers have reported that organizations structural framework is important to the proper functioning of organizations. Thus their research findings revealed that there is no direct relationship between organizational size and organizational goal achievement (Ezewu and Anadi, 1986, Oribabor, 2003, and Legon, 2001). This implies that there are several intervening variables that are behavioural in nature, which had affected the positive interaction of organizational size and attitude of workers towards work. However, an organizational size and structure can dictate what a manager is supposed to do; the way he does it, and relates in the process to others in the organization.

Similarly, Armstrong (2000) contends that though an organizational size and structure can define neatly the lines of communication and individual's share of the organization, their willingness to cooperate with significant others in the organization and their commitment are all behavioural rather than structure and size. In essence, the behavioural aspects tend to humanize the abstract creations of organizational size for effective performance.

However, the general thesis concerning the size –effect is by no means a new phenomenon. In political science, it has long been argued that democracy functions efficiently only in relatively small units. Early sociologists

were also familiar with the size problem. In this division of labour in society, Durkheim quoted in Geoffrey (1989) stated that:

Small-scale industry where work is less divided displays a relative harmony between workers and employers. It is only in large-scale industry that these relations are in a sickly state.

Like wise, Oribabor (2002) and Akintayo (2003) noted that the growth of large scale industry, by concentrating large numbers of men into organizations in which there was only minimal employer-employee interaction, was instrumental in arousing “class consciousness” and in intensifying the conflict between capital and labour. In a different way, Ezewu and Anadi (1985) and Akintayo (2001) noted some of the structural changes induced by increase in size of organization.

More recently, studies have been carried out seeking to produce relatively precise evidence of the “size-effect” in industry by using various indicators of conflict and employees’ attachment to their organizations. The main results in this respect have been demonstrated in the findings of various researchers. Adewoyin (2003) in her study of industrial organizations in South-Western Nigeria has taken the incidence of labour turnover to show a direct association with organizational size. Akintayo (2002) has used a similar index with data collected from multinational organization (shell petroleum) and shows a direct relationship between colliery size and quit rates among the workers. Geoffrey (1989) in the same vein reported a higher turnover rate among workers in large organizations and lower turnover rates in small organizations.

Okedara (1995) in his study on industrial strike and productivity in South-Western Nigeria has reported a direct association between organizational size and occurrence of management-worker conflict. Omole (2001) has used similar indicators with data collected from public and private organizations in Nigeria and shows a direct relationship between organizational size and strike prone activity.

Revans (2000) and Clown (2002) has noted that lateness may be classified as a form of absence. They reported further that there was a strong positive relationship between size of unit and the frequency of absenteeism per year in five randomly selected small and large gasworks industries in United Kingdom. Still considering the size-effect on industrial organizations, Indik (1998) reports that in a set of 32-service delivery organizations investigated, the findings of the study showed that absence rates showed a significant negative correlation with size. Similarly, Hewitt and Parfit (1993) in a study of textile piece goods and hosiery factory in England noted that their observed association between organizational size and absence was statistically significant at 0.05 alpha levels.

Geoffrey (1989) and Talacchi (1996) carried out studies on relationship between organizational size and a measure of general job satisfaction, and obtained correlation of 0.67. The authors reported further that a significant negative correlation was also found between the level of satisfaction and the level of absenteeism. But, an examination of the labour turnover data does not show any significant relationship, although a negative association had been hypothesized.

Thomas (1990) found that the quality of work performance, the degree of ethnical commitment and decreased strike action were greater in the small organizations studied. Also, Campbell (2001) reported that as the size of the workgroup increases, the percentage of workers understanding the incentive payment scheme decreased, and that this led to a reduction in the level of satisfaction with the system.

The present study is concerned with relationship between size of industrial organization and workers behaviour. The premises of workers behaviour in this study include; strike prone activity, absenteeism, labour turnover and job satisfaction. The reason for exclusion of other phenomena, such as, industrial accidents, productivity, jobs involvement and commitments are in the main, those of convenience. It was felt that to include these would have expanded the scope of research to proportion, which within the limit set by time and the resources would have been unmanageable.

However, the review of literature informed the generation of the following hypotheses that were tested:

1. There is a significant relationship between size of organization and the labour turnover behaviour.
2. There is a significant relationship between size of organization and absenteeism behaviour.
3. There is a significant relationship between size of organization and job satisfaction.
4. There is a significant relationship between size of organization and strike prone activity behaviour.
5. There is a significant difference between workers' behaviour (labour turnover, absenteeism, job satisfaction and strike prone activity) on the basis of size of organization.

METHODOLOGY

Research Design

The ex-post-facto research design was adopted to investigate the relationship between size of organization and the workers' behaviour in work organizations in South-Western, Nigeria.

Participants

The target population consists of all workers who had spent at least three years in the work organizations under study. The study was conducted at the premises of Nigeria Breweries (Plc), National Electric Power Authority (NEPA); now Power Holding Plc, Nigeria Textile Industry, Nigerian Telecommunication Plc. (NITEL), Eagle Flour Mill Ltd. and Lever Brothers Ltd. in South-Western, Nigeria. A total of 320 respondents were selected to represent both small scale and large-scale organizations using proportionate stratified sampling technique. The purposive sampling technique was used to select the respondents who had at least three years in the organizations under study. 206 (57.2%) of the respondents were male while 114 (42.8%) were female. The age range of the respondents is between 27-65 years with a mean age of 21.82 and standard deviation of 7.61. However, 240 (75%) and 80 (25%) respondents were respectively selected from large and small-scale organizations.

Measures

A set of questionnaire titled 'Organizational Size and the Workers Behaviour Scale' (OSWBS), which is in five parts, was utilized for data collection. Section A of the questionnaire contains the socio-demographic information of the respondents, which include name of organization, number of workers in organization, size of organization, age, sex, marital status, educational qualification and duration of membership of organization.

Section B consists of items relating to strike prone behaviour as induced by "size -effect" of organization. It was developed by Indik (1998) and contains 12 items, which measure workers reported behaviour. The Likert five point rating format relating technique, such as, always =5, often =4, sometimes =3, seldom = 2, and never = 1 was adopted for the study. On the scale, a high score indicates a high reported worker score. The instrument had a co-efficient alpha of 0.89. For the present study, the researcher reported Cronbach reliability co-efficient of 0.87

Section C consists of 15 items relating to labour turnover behaviour, which was measured by Adewoyin (2003) Labour Turnover Behaviour Scale (LTBS). On the scale, the high score indicates low incidence of quit rate, and a low score indicate a high quit rate. The author reported alpha coefficient of 0.78. A Cronbach coefficient alpha of 0.76 was obtained for the present study.

Section D consists of 14-items questionnaire titled "Absenteeism Behaviour Scale' (ABS) developed by Geoffrey (1986). The author reported a coefficient of alpha of 0.82. For the present study, a Cronbach coefficient alpha of 0.80 was obtained.

Section E consists of items questionnaire titled 'Job Satisfaction Scale" (JSS). It consists of 11 items and was developed by Babajide (2003). The author reported a coefficient alpha 0.76. For the present study, a Cronbach coefficient alpha of 0.78 was obtained.

Procedure

The questionnaires were administered to the respondents at the premises of Textile Industry Plc, Nigerian Telecommunication, National Electric Power Authority (NEPA) Now Power holding Plc, Nigeria Breweries Plc. Workers from various departments, in the selected organizations in South-Western Nigeria, participated in the study. The researcher following the granted permission by the personnel managers of the selected organizations approached the respondents individually. The researchers explained the purpose of the study to the respondents. The questionnaires were administered through the heads of departments in selected organizations. The respondents were assured of their anonymity and confidentiality of any information being provided. The respondents completed the questionnaires but out of the 350 copies of the administered questionnaire, 320 completely filled copies were collated and analyzed statistically using Pearson Product Moment Correlation.

RESULTS

From the analysis of the data collected, and testing of the stated hypotheses, the following results were obtained:

Table 1
Pearson Product Moment Correlation showing the relationship between size of organization and workers behavior

Variable	N	Mean	SD	r	P	Remark
Size of organization	302	24.11	10.41	.411	.000	Significant (P < .05)
Labour turnover behaviour	302	21.68	7.56			
Absenteeism behaviour	302	18.11	6.11	.012	.003	Significant (P < .05)
Job satisfaction	302	26.32	8.16	.232	.000	Significant (P < .05)
Strike activity prone behaviour	302	23.73	9.12	.152	.002	Significant (P < .05)

The results in Table 1 indicated that size of organization had a significant positive relationship with labour turnover behaviour, $r = .411$, $P > .05$ as postulated in hypothesis one. Thus hypothesis one was not confirmed.

The second hypothesis stated that size of organization would significantly influence absenteeism behaviour. The hypothesis was confirmed, $r = .021$, $P > .05$.

The third hypothesis which stated that there is a significant relationship between size of organization and job satisfaction was not confirmed, $r = .232$, $P > .05$.

The fourth hypothesis stipulated that there is a significant relationship between size of organization and strike activity prone behaviour, $r = .152$, $P > .05$. The hypothesis was upheld.

Table 2: Mean, standard deviation and t-test-on variables by size of organization

Variable	Size of organization	N	Mean	SD	df	t	P	Remark
Labour turnover behaviour	Large	240	32.16	10.65	318	12.41	.000	Sig.
	Small	80	28.78	9.23				
Absenteeism behaviour	Large	240	31.79	8.75	318	10.76	.001	Sig.
	Small	80	28.86	8.23				
Job satisfaction	Large	240	30.46	12.64	318	4.62	.000	Sig.
	Small	80	29.11	10.18				
Strike prone activity behaviour	Large	240	30.62	12.18	318	6.10	.002	Sig.
	Small	80	38.01	9.46				

- Sig. – correlation is significant at .05 (P < .05)
- NS – correlation is not significant at .05 (P > .05)

Table 2 shows that the respondents from large-scale organizations were found to be demonstrating labour turnover behaviour than respondents from small-scale organizations, $t(318) = 21.41, p > .05$. Also, the results revealed that respondents from large organizations are found to be demonstrating absenteeism behaviour than respondents from small organizations, $t(318) = 10.76, P > .05$. Table 2 revealed further that respondents from large organizations were found to be higher on job satisfaction scale than respondents from small organizations, $t(318) = 4.62, P > .05$. The strike prone activity behaviour was found to be higher in large organizations.

DISCUSSION OF FINDINGS

Hypothesis one postulated that there is a significant relationship between size of organization and labour turnover behaviour. The hypothesis was upheld. The finding indicates that size of organization is related to likelihood of respondents to quit an organization. In essence, the size of organization either small or large could positively influence labour turnover behaviour among the workers. The finding corroborates Geoffrey (1989), Adewoyin (2003) and Akintayo (1999) who reported that labour turnover behaviour among the workers has been found to be positively influenced by the size of organization. The finding of the study implies that the careful control of the labour market influences and the use of different labour turnover measures in term of quite rate and stability rate failed to produce a significant relationship between size and labour turnover. This suggests that the dissatisfaction and deprivation from which the idea of a linear size of labour turnover relationship derives is not an entirely adequate one for the present study. However, the finding disagrees with Action Society Trust (1996) that reported that no significant correlation was found between voluntary turnover and size of organization.

As revealed by the finding of the present study, hypothesis two which stipulated that there is a significant relationship between size of organization and absenteeism behaviour was confirmed. From the results, it was observed that as the size of workgroup increases, absenteeism also increases. In essence, the measure of absenteeism in an investigation of this kind is often day loss as a percentage schedule to be worked per week or year. However, the respondents on this ground have made objections to the use of this measure in that, case of absenteeism was due to genuine sickness, which may often be quite lengthy and thus dissent, the absenteeism rates, especially in small organization.

The finding showed that absenteeism is being used as an indicator of dissatisfaction or low morale, and that evidences compiled from short deliberate and unsatisfied absence may be the best measure of determining the rate of labour turnover in any work organization. The finding further indicated that large bureaucratically control in the organizations are likely to be more stringent than the small organizations concerning short unsatisfied absence and consequently individual worker in the small organizations may have to convert his propose two days absence into a week satisfied sickness. In this connection, Trist and Hill (2001), Indik (1998) and Porfit (1993) have shown the frequency of sanctioned absence increase, whereas unsanctioned absence decrease with length of service. The finding implies that it is quite possible that some large organizations will have quite low levels of short deliberate absenteeism.

Hypothesis three stated that there is a significant relationship between size of organization and job satisfaction. The finding revealed that the two variables are correlated. This finding implies that structure and reward system invariably tend to influence satisfaction among the workers. The finding corroborates Geoffrey (1989) Talacchi (1996) and Campbell (2001) who submit that as the size of the work group increases, the percentage of workers understanding of the incentive payment scheme decreased and that this could affect interpersonal relations and the level of workers' satisfaction with the system. The finding implies that job satisfaction among the workers is a function of the size of organization; attenuated by the task structure, group relationship and reward system.

The fourth hypothesis stated that there is a significant relationship between size of organization and strike activity prone behaviour. The hypothesis was confirmed. The finding of the study indicates that the size of organization determines the strike prone behaviour. The finding of the study indicates that large organization tends to be unionized while the small organization did not. Also, the unionized organization tends to foster resolution of conflict between labour and management through effective voluntary mechanism (collective bargaining process) and sometimes resulted to strike action while workers in small organizations are sometimes being terrorized by the

employers and virtually resulted to voluntary turnover. The finding of the study tallies with Okedara (1995), Omole (2001) and Akintayo (2002) who reported a direct association between organizational size, and management workers conflict that usually resulted in industrial strike action, especially in large organizations.

Hypothesis five states that there is a significant difference between the labour turnover behaviour of respondents from large and small organizations. The finding revealed that the respondents from large organizations were found to be demonstrating labour turnover behaviour than those respondents from small organizations. The finding tallies with Adewoyin (2002) and Geoffrey (1989) and Oribabor (2002) who reported a higher frequency of labour turnover rates in large organizations than in small organizations. Also, the result shows that absenteeism behaviour is well pronounced in large organizations than in small organizations. The finding indicates that the more organization is increasing in size the more frequency of absenteeism behaviour is increasing. The finding of the study corroborates Trist and Hill (2001) and Indik (1998) who submit that large organizations tend to experience higher level of absenteeism resulting from accident on the job and task structure than the small organizations. The authors posit further that large organizations will have quite low level of short deliberate absenteeism than the small organizations. Furthermore, the finding of the study revealed that respondents from large organizations are experiencing job satisfaction than the respondents from small organizations resulting from high technological innovation and high incentive payment scheme. The finding disagrees with Campbell (2001) who contends that as the size of the work group increased, the percentage of workers understanding the incentive payment scheme decreased and this could lead to a reduction in the level of workers' satisfaction with the system.

The result further showed that the respondents from large organizations demonstrate strike prone activity behaviour than the respondents from small organizations. The finding implies that unionized organizations tend to embark on industrial strike action than the non-unionized organizations. The finding of the study is in the line with Geoffrey (1989) Akintayo (2003) and Oribabor (2002) who posited that small scale industry where work is less divided display a relative harmony between workers and employers. It is only in large-scale industry that this relation is in a sickly state. In essence, harmonious labour-management is visible in small organizations than in the large organizations resulting from frequency of strike-prone activity behaviour among the workers.

CONCLUSION

The study established that the size of organization is significantly correlated with workers behaviour with peculiar pattern in large scale and small-scale organizations. Thus effective management of people and other resources in an organization requires consideration for affective behaviour that could be of consequence to size and structure of an organization. Also, central and co-ordination of the task structure of an organization with implications on goal achievement require organizational support system that could lead to reduction of tension and stress, but facilitate attraction to organization among the workers.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

- (1) Organizational support system that could enhance incentive payment structure should be provided in both large and small-scale organizations. This will definitely lead to reduction in labour turnover rates, absenteeism, job dissatisfaction, and strike prone activity behaviour among the workforce.
- (2) Labour and management education programmes that are capable of incorporating some psychological issues that are work-oriented such as burnout, stress occupational safety, conflict management and interpersonal relations should be organized for workers in large and small scale organizations on continuous basis. This will possibly foster commitment and compliance among the workforce.
- (3) Also, organizational structure that could encourage effective communication, harmonious labour-management relations and job involvement should be encouraged in organizational management; in other to foster cooperation, commitment and reduction in voluntary turnover and absenteeism behaviours resulting from dissatisfaction among the work force.

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NOTES