

Employee Withdrawal Behaviours and Organizational Performance: A Study of Cutix Cables Plc, Nnewi and Juhes Industries Limited Awka, Anambra State

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Abstract: *The study examined the effect of withdrawal behaviours on organizational performance by using selected manufacturing firms in Anambra State, Nigeria as the study area. The study adopted a survey research method approach. From a population of 273 senior employees of the two firms under investigation, a sample of 162 was estimated using Taro Yameni's statistical formula for calculating a study sample from a finite population of interest. The primary statistical tool of analysis was the Chi-Square (χ^2) test of independence, which was conducted at 0.05 level of significance and 16 degrees of freedom (df). Findings suggest that the identified withdrawal behaviours in likes as employee turnover intention, absenteeism, and employee lateness to work, have a significant adverse effect on organizational performance. The study concludes that command and control rather than participative organizational structure and poor reward management are responsible for the employees' withdrawal behaviours. It was recommended among others that management should avoid any situation that can make employees contemplate leaving the organization because of its enormous cost to the organization.*

Keywords: Employee, withdrawal, behaviours, organization, and performance

1. INTRODUCTION

Modern days organizations, more than anything else, depend largely on the abilities, capabilities, skills and knowledge of their employees to achieve sustainable competitive age in their various industries. Consequently, organizations must avoid management styles that can bring about employees' withdrawal behaviours at all costs. It is common knowledge that of all the resources available at the disposal of management towards the realization of set goals, human resource is the most critical and as such, it is the most important asset of the organization (Fulmer and Ployhart, 2014). Human resource coordinates other resources, including equipment and machinery, no matter how sophisticated and this is the more reason that managements that are forward looking always try to avoid situations that could put employees in dissatisfying position in the organization (Chen, Li, Feng and Liang, 2020).

Employees' withdrawal behaviour in an organization are signs that employees are dissatisfied with the happenings in the work environment either physically or psychologically. Sometimes, the negative behaviour is necessitated by lack of adequate motivation in the organization. It could equally be as a result of stress caused by work overload, inadequate remuneration, organizational climate or even ambiguity in job role. In any of the situations, according to Rafiean, Feizi and Alipour (2013), it is an evil wind that does nobody any good, neither the employee nor the organization. Thus, indicating that it must be avoided at all cost. In many organizations, management is always aware of the damaging effect of employees withdrawal behaviours but they pay little or no attention and pretend to be helpless under such situation.

Withdrawal behaviours which refer to a set of attitudes and behaviours used by employees when they stay at the job but for some reasons decide to be less participative (Kaplan et al, 2009) is a heavily disruptive activity in an organization as it affects both productivity and profit margin of the organization. Unfortunately, when such withdrawal behaviours occur, the management instead of making effort to find the root cause of such behaviours, available evidence shows that all manner of punitive measures are rather applied thereby worsening the situation. In the light of the above, this study investigates the relationship between employees' withdrawal behaviours and organizational performance. In doing this, three levels of employee withdrawal behaviours were identified for the study and they include turnover intention, absenteeism and lateness to work or tardiness.

Statement of the Problem

Contributions of the employee to the organization where he/she works are never taken for granted because he/she is the most important asset of the organization. However, many organizations are increasingly witnessing withdrawal behaviours from their employees and it appears to be affecting them in terms of performance. Certain factors have been suggested to be responsible for employee withdrawal behaviours in the organization and they include but not limited to organizational climate both in terms of employees' remuneration and organizational structure (whether command and control or participative). According to Okache (2020), employees respond more to management's attitude towards them in one way or the other. However, the obvious response to unpleasant attitude is withdrawal behaviours which appears to affect organizational performance adversely.

Objectives of the Study

The main objective of the study is to examine the relationship between employees' withdrawal behaviours and organizational performance in selected private sector firms in Anambra State, Nigeria. But specifically, the study intends to:

- (i) Determine the effect of turnover intention on organizational performance.
- (ii) Ascertain the effect of absenteeism on organizational performance.
- (iii) Evaluate the effect of lateness to work on organizational performance.

Research Questions

The study considered the following research questions very germane and they were raised to guide the study:

- (i) What is the effect of employee turnover intention on organizational performance?
- (ii) How significant is the effect of employees' absenteeism on organizational performance?
- (iii) What is the effect of employee lateness to work on organizational performance?

Statement of Hypotheses

- (i) Employees' turnover intention does not have significant negative effect on organizational performance.
- (ii) Absenteeism as a factor of withdrawal behaviour does not have significant negative effect on organizational performance.
- (iii) Lateness to work as a factor of withdrawal behaviour does not have significant negative effect on organizational performance.

Significance of the Study

The study's significance is in two folds the theoretical and empirical significance. From the theoretical significance perspective, the diverse literature on the subject matter of the study will enrich the existing stock of literature in the area of study thereby expanding the frontiers of knowledge and creating awareness for the managers. On the other hand, the empirical significance comes from the fact that some stakeholders in the organization will certainly benefit from the outcomes of the study. For instance, the management will benefit from the findings of the study because they would be sufficiently enlightened on the need to avoid situations that could lead to employees withdrawal behaviours in their organizations. Also, the employees will benefit from the study as they will be given insight on how to accommodate and ignore situations that could lead to withdrawal behaviours. Finally the last of the categories that will equally benefit from the study are the students or researchers who might find the study very useful if they decide to carry out further studies in the area.

Scope of the Study

The study covers two selected manufacturing firms in Anambra State, namely; Cutix Cables PLC, Nnewi and Juhes Industries Limited Nodu, Awka, Anambra State. It investigates the relationship between withdrawal behaviours and organizational performance. The time frame is February 2022 to August, 2022, a period of seven (7) months. The identified areas of concern are employee's turnover intention, absenteeism and lateness/tardiness.

2. REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Withdrawal Behaviour

Different scholarly definitions have been offered by scholars in an attempt to explain the concept of employee withdrawal behaviours in the organization. For instance, Kaplan, Brandley, Luchman and Haynes (2009) define it as a set of attitudes and behaviours used by employees when they stay at the job but for some reasons decide to be less participative in duty engagement. Similarly, in a not very different definition, Eder and Eisenberger (2008) conceptualized it as the actions employee take when he/she becomes physically and/or psychologically disengaged from the organization. According to them, the withdrawal behaviours are in form of lateness (tardiness), absenteeism, presenteeism, turnover intentions, etc. The withdrawal behaviours could be voluntary or involuntary, they remarked. They stated that it is however voluntary if an employee suddenly begins to come late to work or decides to leave the workplace earlier than the closing time may be due to the fact that he/she no longer have interest in the job. On the other hand, the behaviour is viewed as involuntary when what is causing it is outside the control of the employee such as sudden car breakdown, accident, ill-health or any other unforeseen circumstances. But whatever is the form Okache (2020) notes that, it ends up affecting the performance of the employee and by extension, the organization.

Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance is also the success or fulfillment of organization at end of program or projects as it is intended. In the opinion of Richard, Devinney, Yip and Johnson (2009), organizational performance encompasses three specific areas of firm's outcomes: (a) financial performance (profits, return on assets, return on investment, etc); (b) product market performance (sales, market share, etc); and (c) shareholder return (total shareholder return, economic value added, etc). To Dragomir and Panzaru (2014), organizational performance represents a state of competitiveness attained through a level of effectiveness and productivity that ensures it's strong presence on the market, considering the multiform and complex interactions between numerous factors in the organization. In another definition, Mullins (1999) in Egboh and Okeke (2009), it is the efficient and effective utilization of organization's resources to achieve equitable ratio of outputs to inputs to the satisfaction and delight of all stakeholders.

Theoretical Framework

This study was anchored on Adam's Equity Theory developed in 1963. The theory postulates that employees expect fair balance between inputs and outputs. That is, the employees are most likely to be de-motivated both in relation to their employer and the job and can begin to show it in withdrawal behaviours. This can be triggered off if they perceive that their inputs (efforts, loyalty, hardwork, commitment, ability, adaptability, etc) are greater than their outputs (salary, benefits, recognition, reputation, achievement, sense of belonging, job security, praise, etc). Adam weighs the relationship between how fairly an employee perceives his/her treatment and how well he/she is motivated to work (Cory, 2006). The main issues in Equity Theory is that workers in an attempt to balance what they put into the job they do and what they end up getting from it, will unconsciously assign values to each of their various contributions at various times. Therefore, when they perceive inequity in the process, they tend to react in various forms, including manifestation of withdrawal behaviours. It goes without the saying that employees need adequate compensation for their efforts otherwise, they will find expression in ways that may not be in the interest of the organization.

Extant Literature

Turnover intention is defined as an employee's intention to voluntarily change job or company and when it happens, the organization may lose employee productivity, be forced to recruit new employee, suffer from lower morale, miss out on sales opportunities and have to deal with additional expenses that could have been avoided if they had just held onto the employee in the first place (Taye and Getnet, 2020). Ubagu and Gbuushi (2020) have equally posited that organizational climate where employees are less participative in decision making, could trigger employee turnover intention as a form of withdrawal behaviour. In essence, it could be seen that turnover intention don't just happen instead, it is always a consequence of organizational setting. As have been noted by Leonard (2020) too, no well motivated employee will contemplate leaving the organization where he/she is working. Therefore, turnover intention is a reaction from the employee's work environment in the first instance and may be a search for greener pasture on the other hand.

With respect to absenteeism as a factor of withdrawal behaviour, it is a habitual pattern of absence from duty or any other obligation without any excuse or good reason. It has been viewed as an indicator of poor individual performance and a breach of an implicit contract between the employer and employee. In fact, Allen, Jimmieson, Bordia and Irmer (2017) note that it is a disruptive management incident when it occurs without excuse and therefore it is the responsibility of the human resource, manager to monitor and determine the reason(s) for such behaviours. In a manufacturing outfit with production lines, absenteeism means that the production line under the schedule of the absentee employee will have no production on the days he/she is absent and as such, productivity suffers. It has serious implications too for organizational performance because employers have never escaped the salary costs of such time off the job (Erdemli, 2015). Absenteeism as one of the withdrawal behaviours is equally an unethical behaviour which has bang wagon effect on co-workers. That is, as soon as one of the employees begin to exhibit the behaviour, others who do not have the intention might start to emulate the habit (Koslowsky, 2009).

Lateness or tardiness is the third independent variable in this study. According to the Oxford Advanced Learners' Dictionary, 5th ed, (2009), lateness has been literally defined as a situation where an individual arrives after the proper, scheduled or usual time. It has also been conceptualized as people not showing up on time (Lauby, 2009). It has been viewed equally as "tardiness", which refers to being slow to act or slow to respond, thereby not meeting up with proper or usual timing (Breeze, 2010). In the opinion of Okache (2020), employees who are habitual late comers can be found in many organizations both in private as well as public sectors. It has cost organizations huge losses both in terms of productivity and revenue, he observes. It is just as Torre, Pelagatti and Solari (2014) have posited that times lost in employee's lateness are never regained. For example, if an employee is expected to clock in by 8.00am and he/she ends up clocking in by 9.00am, the 1 hour loss is never regained and it has serious consequence for the organization in terms of productivity (Delors-zor, 2015). Employee lateness to work as a form of withdrawal behaviours has negative implications for organizational performance.

Empirical Review

Taye and Gebnet (2020) examined the impact of employee turnover on organizational performance: a study of Mada Walabu University, Bale Robe, Ethiopia. The study made use of descriptive survey design. The results of the data analysis showed that high labour demand and job opportunities in the market, lack of opportunities for career advancement in the organization, poor working conditions and lack of employee involvement in decision-making, are some of the major causes of employee turnover intention which has negative consequences for organizational performance. The study concludes that employee turnover intention causes the organization loss of experience and skilled staff and hence lowering of organization's productivity. In another study, Shmuel and Orly (2011) examined the ethical perspective of withdrawal behaviours syndrome in Northern Israel. The study made use of descriptive survey method. Findings suggest that lateness to work was significantly and positively related to the frequency of absence which in itself related positively with employee intent to leave. The result equally showed that withdrawal behaviours were negatively affecting the performance of the organization. The study concludes that ethical environment in an organization determines to a large extent the attitude of employees in the organization.

Azelema and Osumah (2022) did a study on relationship among absenteeism, lateness to work, turnover and psychological withdrawal behaviour of academic staff and administrative effectiveness of heads of department of universities in Edo State. The study made use of descriptive survey design. The results of the study showed that an inverse significant relationship exists among academic staff withdrawal behaviours (absenteeism, lateness to work, staff turnover and psychological withdrawal behaviour) and administrative effectiveness of heads of departments in the universities in Edo State. The study concludes that withdrawal behaviours negatively and significantly affect personnels effectiveness. In another study, Uzundu (2009) investigated perceived levels of job involvement as a predictor of withdrawal behaviours of public service employees in Nigeria. Descriptive survey design was adopted for the study. Results indicate that the perceived low levels of job involvement acted as predictors of absenteeism and lateness to work. The results showed also that gender has significant influence on employees' absenteeism and lateness with males being more absent than females. The study concludes that job autonomy and involvement determines to a large extent the level of employees' withdrawal behaviours in the organization.

METHODOLOGY

Research Design and Sample Size Determination

Descriptive survey design was adopted for the study. From a population of 273 senior employees of both firms (151 from Cutix PLC, Nnewi and 122 from Juhel Industries, Awka) the sample size for the study was determined through Taro Yameni's formula as follows:

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

Where:

- n = Sample size to be determine
- N = Entire population interest
- e = Error margin (0.05)
- 1 = Constant (unity)

Substituting in the formula, we have:

$$n = \frac{273}{1 + 273(0.05)^2}$$

$$= 162.258543833$$

n = 162 (Nearest whole number).

Thus, the study's sample size is 162 senior personnel of the firms under investigation.

Table 3.1: Population and Sample Distribution

S/N	Firm	Population	Sample Allocation	Percentage of Total
1.	Cutix Cables PLC	151	90	55.3
2.	Juhel Ind. Ltd	122	72	44.7
	Total	273	162	100.0

Source: Field Survey, 2022.

Through the method of proportionate sampling, 90 employees were allocated to Cutix Cables PLC while 72 were allocated to Juhel Industries Limited, given their respective populations. Systematic sampling technique was employee in selecting the units of observation in the organizations.

Method of Data Collection and Analysis

Direct questionnaire distribution was used in collecting the necessary data. Given the direct contact between the researcher and respondents, the volume of non-response rate which often associate with surveys of this nature was reduced. Out of the 162 copies of the instrument distributed, 147 were completed and retrieved thus showing a response rate of 90.7 percent. Concerning the method of analysis, Chi-Square (χ^2) test of independence was the major statistical tool of analysis. The tests were conducted at 0.05 level of significance.

DATA PRESENTATION AND ANALYSIS**Answer to Research Questions****Research Question One:**

This research question sought to determine the effect of employees' turnover intention or organizational performance. Accordingly, the opinion of respondents on it is presented in Table 4.1 in Likert scale format.

Table 4.1: Employees' Turnover Intention and Organizational Performance

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	Employee turnover intention leads to loss of productivity.	55 (37.4)	69 (46.9)	10 (6.8)	8 (5.4)	5 (3.4)	147 (100)
2.	Employee turnover creates extra cost to the organization due to new recruitments.	50 (34.0)	61 (41.5)	15 (10.2)	11 (7.5)	10 (6.8)	147 (100)
3.	Turnover intention is as a result of wrong doings in the organization by the management.	42 (28.6)	73 (49.7)	20 (13.6)	8 (5.4)	4 (2.7)	147 (100)
4.	Poor employee remuneration could be the reason for employee turnover intention which affects the organization negatively.	50 (34.0)	61 (41.5)	15 (10.2)	11 (7.5)	10 (6.8)	147 (100)
5.	No employee will want to leave his/her workplace if the organization is taking good care of him/her.	75 (51.0)	41 (27.9)	21 (14.3)	5 (3.4)	5 (3.4)	147 (100)
Total		272	305	81	43	34	735
Percentage of Total		(37.0)	(41.5)	(11.0)	(5.9)	(4.6)	(100.0)

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

: Figures in Parentheses are Percentages)

As could be seen from Table 4.1, 37 percent of the respondents on average strongly agreed with all the items, 41.5 percent of them also agreed with the items but not strongly, 11 percent of them disagreed, 5.9 percent strongly disagreed while 4.6 percent had no opinion on all the issues raised in the section. However, there are variations in opinion across the items. For instance, whereas 28.6 percent and 47.7 percent strongly agreed and merely agreed respectively with item 3, 34 percent and 41.5 percent did so respectively for item 2.

Research Question Two:

Research question two sought to determine the effect of absenteeism on organizational performance. Accordingly, respondents opinion on it are presented in Table 4.2.

Table 4.2: Absenteeism and Organizational Performance

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	To be absent from duty by the employee means no output will be recorded for the employee on the days of absence.	66 (44.9)	43 (29.6)	13 (8.8)	15 (10.2)	10 (6.8)	147 (100)
2.	Employers never escape the salary/wage costs of the absentee employee, so it lowers financial performance of the organization.	55 (37.4)	60 (40.8)	20 (13.6)	8 (5.4)	4 (2.7)	147 (100)

3.	Absenteeism as an unethical behaviour has bang wagon effect on co-workers.	59 (40.1)	61 (41.5)	12 (8.2)	10 (6.8)	5 (3.4)	147 (100)
4.	Organizational climate could be the reason for employee withdrawal behaviours which absenteeism happens to be one of.	66 (44.9)	43 (29.6)	13 (8.8)	15 (10.2)	10 (6.8)	147 (100)
5.	Psychological absenteeism is worse than physical absenteeism in terms of negative impact to the organization.	40 (27.2)	79 (53.7)	15 (10.2)	10 (6.8)	3 (2.0)	147 (100)
Total		286	286	73	58	32	735
Percentage of Total		(38.9)	(38.9)	(9.9)	(7.9)	(4.4)	(100.0)

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

: Figures in Parentheses are Percentages)

The research question analysis presented in Table 4.2 showed that 38.9 percent of the respondents on the average strongly agreed as well as merely agreed with all statement of the items, 9.9 percent disagreed, 7.9 percent strongly disagreed with them while 4.4 percent of them were undecided on all the issues raised in the section. But apart from the averages, across the items there are variations. For example, whereas 40.1 percent and 41.5 percent strongly and merely agreed with item 3, respectively, 44.9 percent and 29.6 percent did so for item 1 respectively.

Research Question Three:

This research question sought to ascertain the effect of lateness to work on organizational performance. Accordingly, the opinion of respondents are presented in Table 4.3 below:

Table 4.3: Lateness to Work and Organizational Performance

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	Lateness to work cost organizations huge losses with in terms of productivity and revenues.	60 (40.8)	70 (47.1)	10 (6.8)	4 (2.7)	3 (2.0)	147 (100)
2.	Like absenteeism, lateness has bang wagon effect which is very dangerous to the wellbeing of the organization.	57 (38.8)	69 (46.9)	12 (8.2)	5 (3.4)	4 (2.7)	147 (100)
3.	Organizations that tolerate employee lateness to work will certainly not be sustainable.	40 (27.2)	80 (54.4)	10 (6.8)	7 (4.8)	10 (6.8)	147 (100)
4.	Employees lateness to work could be as a result of lack of job satisfaction which certainly is the fault of the management.	39 (26.5)	85 (57.8)	15 (10.2)	5 (3.4)	3 (2.0)	147 (100)
5.	Employees who are highly motivated by the management are unlikely to engage in lateness to work as one of withdrawal behaviours.	28 (19.0)	89 (60.5)	10 (6.8)	15 (10.2)	5 (3.4)	147 (100)
Total		224	393	57	36	25	735
Percentage of Total		(30.5)	(53.5)	(7.8)	(4.9)	(3.4)	(100.0)

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

: Figures in Parentheses are Percentages)

From Table 4.3 above, 30.5 percent of the respondents strongly agreed with all the items, 53.5 percent equally agreed but not strongly, 7.8 percent of their disagreed, 4.9 percent strongly disagreed and 3.4 percent were indifferent on all the issues raised in the section. But apart from the averages as presented above, there are variations across the items. As could be seen, whereas 27.2 percent and 54.4 percent strongly and merely agreed with item 3 respectively, 26.5 percent and 57.8 percent did so for Item 4.

Test of Hypotheses**Hypothesis One:**

H₀: Employees' turnover intention does not have significant negative effect on organizational performance.

H₁: Employees' turnover intention has significant negative effect on organizational performance.

Table 4.4: Summary of Chi-Square (χ^2) Test for Hypothesis I

Hypothesis	Sample Size (n)	Degree of Freedom (df)	Chi-Square		Significance Level (χ)	Decision Rule
			χ^2_{cal}	$\chi^2_{crit.}$		
I	162	16	39.461	26.296	0.05	Rejected

Note: χ^2_{cal} means the calculated value of χ^2 and χ^2_{crit} means the critical value of χ^2

Decision Rule I:

At 0.05 significance level and 16 degrees of freedom, the calculated value of χ^2 (39.461) is greater than the critical value of χ^2 (26.296). Consequently, the null hypothesis was rejected while the alternative which suggests that employees' turnover intention has significantly negative effect on organizational performance was accepted.

Hypothesis Two:

H₀: Absenteeism as a factor of withdrawal behaviour does not have significant negative effect on organizational performance.

H₁: Absenteeism as a factor of withdrawal behaviour has significant negative effect on organizational performance.

Table 4.5: Summary of Chi-Square (χ^2) Test for Hypothesis II

Hypothesis	Sample Size (n)	Degree of Freedom (df)	Chi-Square		Significance Level (χ)	Decision Rule
			χ^2_{cal}	$\chi^2_{crit.}$		
II	162	16	41.283	26.296	0.05	Rejected

Note: χ^2_{cal} means the calculated value of χ^2 and χ^2_{crit} means the critical value of χ^2

Decision Rule II:

At 0.05 significance level and 16 degrees of freedom, the calculated value of χ^2 (41.283) is greater than the critical value of χ^2 (26.296). Given the weight of evidence against the null, it was rejected and we concluded that absenteeism as a factor of withdrawal behaviour has significant negative effect on organizational performance.

Hypothesis Three:

H₀: Lateness to work as a factor of withdrawal behaviour does not have significant negative effect on organizational performance.

H₁: Lateness to work as a factor of withdrawal behaviour has significant negative effect on organizational performance.

Table 4.6: Summary of Chi-Square (χ^2) Test for Hypothesis III

Hypothesis	Sample Size (n)	Degree of Freedom (df)	Chi-Square		Significance Level (χ)	Decision Rule
			χ^2_{cal}	$\chi^2_{crit.}$		
III	162	16	31.463	26.296	0.05	Rejected

Note: χ^2_{cal} means the calculated value of χ^2 and χ^2_{crit} means the critical value of χ^2

Decision Rule III:

At 0.05 significance level and 16 degrees of freedom, the calculated value of χ^2 (31.463) is greater than the critical value of χ^2 (26.296). Therefore, we rejected the null hypothesis and conclude that lateness to work as a factor of withdrawal behaviour has significant negative effect on organizational performance.

Discussion of Research Results

The results of the various test of hypotheses conducted in the study have confirmed the responses given to the research questions by the respondents, thereby showing that the answers did not occur by chance but are statistically significant. As could be seen from

the result of the first test of hypothesis which revealed that employees' turnover intention as a factor of withdrawal behaviour has significant negative effect on organizational performance. The result is consistent with that Shaikh, Shaikh, Benghal and Shaikh (2020) when they found from their study of impact turnover intention on organizational productivity in Dawlance Company that turnover intention weakens organizational efficiency.

The result of the second test of hypothesis showed also that employees' absenteeism as a factor of withdrawal behaviour has significant negative effect on organizational performance and the result is in line with that of Kanika (2018) when he found that absenteeism increases cost and reduces profit in the organization. Absenteeism is a withdrawal behaviour and it has negative effect on the organization. But it is important to note equally that withdrawal behaviours are most times as a result of the organizational climate which may not be conducive enough for the employees to operate efficiently and effectively. The implication is that every negative work attitude being displayed by the employee is often time traceable to unconducive work environment which include inadequate remuneration and the likes.

The result of the third test of hypothesis showed that lateness to work has significant negative effect on organizational performance. The result supports substantially that of Chukwuma, Zacharia and Abass (2021) when they found from their study that lateness to work has significant negative relationship with employees' reduced productivity in the organization. Lateness to work is a negative work behaviour and just like absenteeism, it can be voluntary or involuntary. However, what should be noted is that it could be a manifestation of unconducive organizational climate, especially when it is voluntary. Like other withdrawal behaviours that employees put-up in their workplaces, lateness to work, when it is voluntary has negative effect on employee's productivity and by extension, the overall organizational performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study examined the effect of withdrawal behaviour on organizational performance, using selected manufacturing firms in Anambra State, Nigeria as the study area. The study found that the three identified withdrawal behaviours in the study namely; employee turnover intention, absenteeism and lateness to work, have significant negative effect on organizational performance. Withdrawal behaviours most times are as a result of the nature of organizational climate. A command and control rather than participative organizational structure is likely to precipitate negative work behaviours from the employees. The literature equally established that poor reward management, whether monetary or non-monetary is capable of demotivating the employees and consequently leading to unpleasant work behaviours which are capable of reducing organizational performance.

Recommendations

From the findings and the conclusion that was drawn from it, the following recommendations were made:

1. Anything that will make employees to contemplate leaving the organization is a bad signal. Therefore, management should endeavour to make organizational climate and conditions of service as conducive as possible to make the workers participate actively in working to achieve set goals of the organization.
2. Employees withdrawal behaviour, which manifests in form of absenteeism has bang wagon effect that is, co-workers who ordinarily may not have the intention to exhibit such negative work attitude can be influenced. Managers should encourage the works to align with organization's desire to accomplish.
3. Negative effect of lateness to work on organizational output is enormous. Management should be ready at all times to avoid situations that can make employees engage in such behaviours as well be ready to sanction it if management is not the cause of the emotions and behaviours that causes lateness to work.

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APPENDIX I

The relationship between variables were examined using Chi-Square (χ^2) test of independence in this section. The test procedure and actual calculation are shown below:

We calculate an overall measure of discrepancy between the observed and expected values. We therefore compare this measure with some theoretical values of the same Chi-Square (χ^2) (Oyeka, 1996).

Test Statistic of Chi-Square (χ^2)

$$\chi^2 = \frac{\sum(O - E)^2}{E} \sim \chi^2_{(r-1)(c-1)}$$

Where:

O = Observed Frequency and
E = Expected Frequency

$$\text{And } E = \frac{N_i \times N_j}{N}$$

Where:

N_i = Row Total
 N_j = Column Total
N. = Overall Total

Where:

r denote row
c denote column

$$\therefore (r - 1) (c - 1) = \text{degree of freedom (df)}$$

(α) = significance level

Decision Rule:

Whenever $\chi_c^2 \geq \chi_{(r-1)(c-1)}^2$

Where χ_c^2 = Chi – Square (χ^2) Calculated and

$\chi_c^2 \geq \chi_{(r-1)(c-1)}^2$ = Chi Square (χ^2) tabulated,

Reject H_0 and accept H_1 .

Chi-Square (χ^2) Estimation for the Hypotheses

$$1. \chi^2 = \frac{\sum(O - E)^2}{E}$$

$$= \frac{(55 - 54.4)^2}{54.4} + \frac{(69 - 61)^2}{61} + \dots + \frac{(5 - 6.8)}{6.8}$$

$$= 0.1 + 1.05 + \dots + 0.48$$

$$\chi_{cal}^2 = 39.461$$

$$\chi_{crit}^2 = 26.296$$

Hence the null hypothesis was rejected.

$$2. \chi^2 = \frac{\sum(O - E)^2}{E}$$

$$= \frac{(66 - 57.2)^2}{57.2} + \frac{(43 - 57.2)^2}{57.2} + \dots + \frac{(3 - 6.4)}{6.4}$$

$$= 1.35 + 3.53 + \dots + 1.81$$

$$\chi_{cal}^2 = 41.281$$

$$\chi_{crit}^2 = 26.296$$

Hence the null hypothesis was rejected.

$$3. \chi^2 = \frac{\sum(O - E)^2}{E}$$

$$= \frac{(60 - 44.8)^2}{44.8} + \frac{(70 - 78.6)^2}{78.6} + \dots + \frac{(5 - 5)}{5}$$

$$= 9.19 + 0.94 + \dots + 0$$

$$\chi_{cal}^2 = 31.463$$

$$\chi_{crit}^2 = 26.296$$

Hence the null hypothesis was rejected

Appendix II

Employees' Turnover Intention and Organizational Performance

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	Employee turnover intention leads to loss of productivity.						
2.	Employee turnover creates extra cost to the organization due to new recruitments.						
3.	Turnover intention is as a result of wrong doings in the organization by the management.						
4.	Poor employee remuneration could be the reason for employee turnover intention which affects the organization negatively.						
5.	No employee will want to leave his/her workplace if the organization is taking good care of him/her.						
	Total						
	Percentage of Total						

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

Absenteeism and Organizational Performance

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	To be absent from duty by the employee means no output will be recorded for the employee on the days of absence.						
2.	Employers never escape the salary/wage costs of the absentee employee, so it lowers financial performance of the organization.						
3.	Absenteeism as an unethical behaviour has bang wagon effect on co-workers.						
4.	Organizational climate could be the reason for employee withdrawal behaviours which absenteeism happens to be one of.						
5.	Psychological absenteeism is worse than physical absenteeism in terms of negative impact to the organization.						
	Total						
	Percentage of Total						

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

Lateness to Work and Organizational Performance

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	Lateness to work cost organizations huge losses with in terms of productivity and revenues.						
2.	Like absenteeism, lateness has bang wagon effect which is very dangerous to the wellbeing of the organization.						
4.	Organizations that tolerate employee lateness to work will certainly not be sustainable.						
4.	Employees lateness to work could be as a result of lack of job satisfaction which certainly is the fault of the management.						
5.	Employees who are highly motivated by the management are unlikely to engage in lateness to work as one of withdrawal behaviours.						
	Total						
	Percentage of Total						

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).