

Effect of Reporting on Employee Performance

Dr. Gift Ugwe Roman

Department of Busines Management Poise University, Rwanda

DOI: 10.5281/zenodo.18604634



Article History

Received : 10/12/2021

Accepted : 23/12/2021

Published : 28/12/2021

Abstract *This study is on the Effect of Reporting on employee performance. The problem that led to the study is the disputes and delays in the access to information that would increase performance of staff. The total population for the study is 200 staff of first bank in Akwa Ibom state. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made up human resource managers, accountants, customer care officers and marketers were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies*

INTRODUCTION

Reporting is one of the tools used to achieve the objective of any organization. The survival, growth, development, understanding and harmonizing of the activities of organization and society at large is largely dependent in the effective Reporting of that organization and society. On the other hand, employees are the human resources of the organization. The employees are the human resources of the organization. Their performance is largely recognized as the most important of all the resources required for the production of goods and services; Reporting enhances information flow, which leads to mutual co-existence and understanding both within and outside the organization. The key to rapid socio-economic development and efficient service delivery is dependent on Reporting. Therefore, without adequate skill and well motivation workforce operating with a sound human resource Reporting network programme, development is largely not possible. For the importance of the correlation between employee performance and Reporting network, one of man's earliest preoccupations has been to increase the Effect, diversity and intelligibility of his messages while simultaneously developing his capability to intercept and decipher them. Throughout history, human beings have sought to improve their ability to receive and assimilate information about their surroundings at the same time increase the speed and variety and gesturals signals roofed for transmission of information. Reporting could be verbal, vocal and signals rooted in their physical structures, humans developed a whole range of verbal means of giving and receiving messages. Drum messages, dance signals, artifacts touching etc are paramount especially because they associated. With the presentation of objects with abstract ideas. The Effect of employee performance and good Reporting network generates from the fact that human beings possess a highly developed sense of feeling, perceiving, deducing and reacting to situation and phenomena with the utmost consideration for his personal safety and comfort first and foremost. Thus, response elicited at times by utterance, situations and occurrences do not fall in line with what the originator envisages of the situation. Again, employee performance is the result on feedback for messages communicated to employees. As pointed out by Koontz (1979) Reporting is the

transfer of information from the sender to the receiver with the information being understood by the receiver? To this end, group activity is impossible without effective Reporting because, coordination and exchange cannot be effected. As pointed out by Newcomer (1988), Reporting is a process of conveying message from one person to another, an organization to another, or from a network (e.g. radio, television) to people, mass Reporting or simply put it is the act of sending and receiving messages.. The Effect of Reporting on employee performance cannot be over emphasized

Research design

The researcher used descriptive research survey design in building up this project work the choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought to Effect of Reporting on employee performance

Sources of data collection

Data were collected from two main sources namely:

- (i) Primary source and
- (ii) Secondary source

Primary source:

These are materials of statistical investigation which were collected by the research for a particular purpose. They can be obtained through a survey, observation questionnaire or as experiment; the researcher has adopted the questionnaire method for this study.

Secondary source:

These are data from textbook Journal handset etc. they arise as byproducts of the same other purposes. Example administration, various other unpublished works and write ups were also used.

Population of the study

Population of a study is a group of persons or aggregate items, things the researcher is interested in getting information on the study Effect of Reporting on employee performance. 200 staff of first bank in Akwa Ibom State was selected randomly by the researcher as the population of the study.

Sample and sampling procedure

Sample is the set people or items which constitute part of a given population sampling. Due to large size of the target population, the researcher used the Taro Yamani formula to arrive at the sample population of the study.

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

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$= \frac{200}{1 + 200(0.0025)}$$

$$= \frac{200}{1 + 0.5} = \frac{200}{1.5} = 133.$$

Instrument for data collection

The major research instrument used is the questionnaires. This was appropriately moderated. They staff were administered with the questionnaires to complete, with or without disclosing their identities. The questionnaire was designed to obtain sufficient and relevant information from the respondents. The primary data contained information extracted from the questionnaires in which the respondents were required to give specific answer to a question by ticking in front of an appropriate answer and administered the same on staff of the organizations. The questionnaires contained about 16 structured questions which were divided into sections A and B.

Validation of the research instrument

The questionnaire used as the research instrument was subjected to face its validation. This research instrument (questionnaire) adopted was adequately checked and validated by the supervisor his contributions and corrections were included into the final draft of the research instrument used.

Method of data analysis

The data collected was not an end in itself but it served as a means to an end. The end being the use of the required data to understand the various situations it is with a view to making valuable recommendations and contributions. To this end, the data collected has to be analysis for any meaningful interpretation to come out with some results. It is for this reason that the following methods were adopted in the research project for the analysis of the data collected. For a comprehensive analysis of data collected, emphasis was laid on the use of absolute numbers frequencies of responses and percentages. Answers to the research questions were provided through the comparison of the percentage of workers response to each statement in the questionnaire related to any specified question being considered.

Frequency in this study refers to the arrangement of responses in order of magnitude or occurrence while percentage refers to the arrangements of the responses in order of their proportion.

The simple percentage method is believed to be straight forward easy to interpret and understand method.

The researcher therefore chooses the simple percentage as the method to use.

The formula for percentage is shown as.

$$\% = \frac{f}{N} \times 100/1$$

Where f = frequency of respondents response

N = Total Number of response of the sample

100 = Consistency in the percentage of respondents for each item contained in questions.

TABLE I

Gender distribution of the respondents

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Male	77	57.9	57.9	57.9
Valid Female	56	42.1	42.1	100.0
Total	133	100.0	100.0	

From the above table it shows that 57.9% of the respondents were male while 42.1% of the respondents were female.

Question 2

The positions held by respondents

TABLE II

The positions held by respondents

Response	Frequency	Percent	Valid Percent	Cumulative Percent
HRMs	37	27.8	27.8	27.8
Accountants	50	37.6	37.6	65.4
Valid Customer care officers	23	17.3	17.3	82.7
Marketers	23	17.3	17.3	100.0
Total	133	100.0	100.0	

The above tables shown that 37 respondents which represent 27.8% of the respondents are human resource managers, 50 respondents which represents 37.6 % are accountants, 23 respondents which represents 17.3% of the respondents are customer care officers, while 23 respondents which represents 17.3% of the respondents marketers

TEST OF HYPOTHESES

There is no relationship between management and employees.

Table III

there is no relationship between management and employees

Response	Observed N	Expected N	Residual
Agreed	40	33.3	6.8
strongly agreed	50	33.3	16.8
Disagreed	26	33.3	-7.3

strongly disagreed	17	33.3	-16.3
Total	133		

	there is no relationship between management and employees
Chi-Square	19.331 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

Decision rule:

There researcher therefore reject the null hypothesis that state that there is no relationship between management and employees as the calculated value of 19.331 is greater than the critical value of 7.82

Therefore the alternate hypothesis is accepted that state there is relationship between management and employees

TEST OF HYPOTHESIS TWO

There is no existing Reporting network in First Bank Nigeria plc .

Table V

There is no existing Reporting network in First Bank Nigeria plc .

Response	Observed N	Expected N	Residual
Yes	73	44.3	28.7
No	33	44.3	-11.3
Undecided	27	44.3	-17.3
Total	133		

Test Statistics

	there is no existing Reporting network in First Bank Nigeria plc
Chi-Square	28.211 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.3.

Decision rule:

There researcher therefore reject the null hypothesis that state that there is no existing Reporting network in First Bank Nigeria plc as an accelerator for economic growth as the calculated value of 28.211 is greater than the critical value of 5.99

Therefore the alternate hypothesis is accepted that state that there is existing Reporting network in First Bank Nigeria plc

Conclusion

Based on the findings of this research, the study has been able to reveal that effective Reporting creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations. Also, this study reveals that poor Reporting can affect workers performance. Therefore, organizations should regularly articulate it policies, goals and objectives to it workers in other to improve work performance. That is, Reporting is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance. Also, managers need to communicate with employees regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments; this will help improve workers performance and organizational productivity. In addition, top managers should communicate directly with their subordinates on issues of importance. Organizations should eliminate the barriers on Reporting and create efficient, participative, and transparent Reporting medium to improve workers commitment.

Recommendation

The correlation found between measure of effective Reporting and employee performance implies there should be improved efforts at ensuring information provided by management are thorough and understandable. Moreover, other channels of Reporting such as the use of notice boards can be explored. In addition, email/internet Reporting must be improved. The fact that face-to-face is considered a more useful channel of Reporting provides a unique opportunity for management to involve the grassroots in the formulation of policies as well as in decision-making. This will ensure employees feel valued and also elicit commitment to the implementation of decisions taking in order to achieve set goals and objectives. Employee performance can be further enhanced if bottlenecks in the Reporting systems are either removed or kept at their least. Particularly, information distortions caused by omissions and exaggerations must be addressed by both management and employees. There should be fewer distractions during Reportings in order to reduce or remove selective learning. Added to this, management must avoid Reporting overload because it reduces clarity in Reporting. Even though open and candid Reporting is encouraged, it is recommended that such Reportings come with courtesy and consideration, and without malice or prejudice.

REFERENCES

1. Acquaaah, M. 2011. Business strategy and competitive advantage in family businesses in Ghana: the role of social networking relationships. Journal of Developmental Entrepreneurship, 16(1), 103-126.
2. Ainobushorozi Antony (June 2013), Effect of Effective Reporting On Labour Productivity In Civil Engineering Projects A Case Study Of Kampala Central Division.
3. Aldakhilallah, K.A. and Parente, D.H. (2002) "Redesigning A Square Peg: Total Quality Management Performance Appraisals," Total Quality Management, 13(1), 39-51.

4. Alhassan, A., Pumidonming, W., Okamura, M., Hirata, H., Battsetseg, B., Fujisaki, K., Yokoyama, N., Igarashi, I., (2006), Development of loop-mediated isothermal amplification (LAMP) method for diagnosis of equine Piroplasmosis; National Research Center for Protozoan Diseases, Obihiro University of Agriculture and Veterinary Medicine, Obihiro, Hokkaido 080-8555, Japan.
5. Allen, M. W. (1992): Reporting and organizational commitment: perceived organizational support as a mediating factor. *Reporting Quarterly* 40 (4): 357-367.
6. Anchor Z. (2009): Point Research 2009, Frame-Pattern-Circuits, published by TU Delft Urbanism, 2009 Barker, R. T. (1979). The department and implementation of a Reporting audit related to selected systems concepts. Michigan: Florida State University.
7. Bertalanffy, L. von (1988). *General Systems Theory: Foundations, Development, and Applications*. New York: Braziler.
8. Beyerlein, M. M., McGee, C., Klein, G. D., Nemiro, J. E., and Broedling, L. (2003); *The Collaborative Work System Fieldbook: Strategies, Tools, and Techniques*. San Francisco: Pfeiffer.
9. Booth, A. (1986). *The Reporting Audits*. Aldershot: Gower Publishing Company Ltd.
10. Borman, W. C. and Motowidlo, S. J. (1997) Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2): 99-109.
11. Bratton, J., M. Callinan, C. Forshaw, and P. Sawchuk (2007): *Work and organizational behaviour: understanding the workplace*. New York: Palgrave Macmillan. Chen, Ni. (2008). "Internal/Employee Reporting and Organizational Effectiveness: a study of Chinese corporations in transition." *Journal of Contemporary China* 17(54) (February), 167-189.
12. Cheryl H. (2013), *Communicating for Results: A Guide for Business and the Professions Interscience Management Review (IMR) ISSN: 2231-1513 Volume - 2, Issue-2, 2012*.
13. Cornelissen, J. (2008): *Corporate Reporting: A Guide to Theory and Practice*. 2nded. London: SAGE Publications.
14. Davis, K (1967): *Human Relation at work* 3rd ed. Ny: Hill De Ridder J. A., (2004). *Organizational Reporting and supportive*
15. Ducharme, L. J., & Martin, J. K. (2000): Unrewarding Work, Coworker Support, and Job Satisfaction. *Work and Occupations*, 27(2), 223-243.
16. Dvorak, P. (2007): How understanding the "why" of decisions matters. *Wall Street Journal*. B3. <http://online.wsj.com/article/SB117426249593240964.html#articleTabs%3Darticle> (accessed March 19, 2007).
17. Dwyer, J. (2005): *Reporting in Business*. (5nd ed.), Frenchs Forest: Prentice-Hall. *Emotional Intelligence: Implications for Personal, Social, Academic, and Workplace Success* (2011), Marc A. Brackett et al ; Article first published online: 4 JAN 2011
18. Ferkins, L., Shilbury, D., & McDonald, G. (2009). Board involvement in strategy: Advancing the governance of sport organisations. *Journal of Sport Management*, 23, 245-277.
19. Gondal, U.H & Shahbaz, M. (2012). Interdepartmental Reporting Increases Organizational Performance: Keeping HRM as a Mediating Variable. *Journal of Asian Business Strategy*. 2(6) 127-141 Retrieved from, [www.aessweb.com/pdf-files/4-49-2\(6\)2012-JABS-127-141.pdf](http://www.aessweb.com/pdf-files/4-49-2(6)2012-JABS-127-141.pdf)
20. Haiemann, T. (2011) Oxford University Press, New York, p. 142. Retrieved from <http://www.cultsock.ndirect.co.uk/>
21. Hassan, M, Mukhtar, A, Qureshi, S.U & Sharif, S (2012) Effect of TQM Practices on Firm's Performance of Pakistan's Manufacturing Organizations. *International Journal of Academic Research in Business and Social Sciences*. 2(10) 232-259. Retrieved from www.hrmarsh.com/journals
22. Hoye, R., & Doherty, A. (2011). Nonprofit sport board performance: A review and directions for future research. *Journal of Sport Management*, 25, 272-285. <http://www.businessdictionary.com/definition/organizational-performance.html#ixzz3regHWul>
https://en.wikipedia.org/wiki/Models_of_Reporting
23. Husain, Z. (2013). Effective Reporting Brings Successful Organizational. *The Business & Management Review*, 3(2), 43-50
24. Inedegbor, M.U., Ahmed, K.O., Ganiyat, O.A., & Rashdidat. (2012). Effect of business Reporting on organizational performance in Nigerian companies. *Australian Journal of Business and Management Research*, 2(1), 16-26. Retrieved from, www.sciedu.ca/journal/index.php/ijba/article/viewFile/6652/3979
25. Jain, C.R, Apple, D.K, & Ellis, W, Jr (2015), What is Self-Growth? *International Journal of Process Education*, 7 (1); 41-52
26. Katz, D., & Kahn, R. (1978). *The Social Psychology of Organizations*. New York, NY: John Wiley Keith, D. (2014) *Personnel management* (5th ed) Japan McGraw Hill, 420-428.
27. Kibe, C.W. (2014) Effects of Reporting Strategies on Organizational Performance: A Case Study of Kenya Ports Authority. *European Journal of Business and Management* 6(11) 6- 10. Retrieved from www.iiste.org
28. Kotter, J. P. (1996). *Leading Change*. Boston: Harvard Business School Press.
29. Lepsinger, R. & Lucia, A. D. (1997). *The Art and Science of 360 Feedback*. California, US: Pfeiffer Imp of Jossey-Bass Publishers.
30. Lewis, L. K. (2000). Communicating Change: Four cases of quality programs. *Journal of Business Reporting*, 37, 128-155. Retrieved from, <https://books.google.com.ng/books?isbn=1412926785>
31. Mckinney, E.H, Barker, J.R, Smith, D.R & Davis, K.J (2004). The role of Reporting values in swift starting action Teams: IT insights from flight crew experience,

- Journal of Information & Management Management, 41(8), 1043-1056. Retrieved from, <http://www.sciencedirect.com/science/article/pii/S0378720603001721>
32. Neves .P&Eisenberger.R. (2012): Management Reporting and Employee Performance: The Contribution of Perceived Organizational Support, Human Performance, 25(5), 452- 464 Retrieved from, <http://dx.doi.org/10.1080/08959285.2012.721834>
 33. Nnamani .E.&Ajagu H E. (2014)Environmental Factors and Organizational Performance in Nigeria (A Study of Juhel Company),World Engineering & Applied Sciences Journal 5(3): 75-84.Retrieved from DOI: 10.5829/idosi.weasj.2014.5.3.1124
 34. O'Boyle .I. &Hassan.D. (2014): Performance management and measurement in national-level non-profit sport organisations.European Sport Management Quarterly, Retrieved from, <http://dx.doi.org/10.1080/16184742.2014.898677>
 35. Ogbo, A. I., Onekanma I. V, &Ukpere.W.I (2014),The Effect of Effective Inventory Control Management on Organisational Performance: A Study of 7up Bottling Company Nile Mile Enugu, Nigeria;Mediterranean Journal of Social Sciences ,5(10),109-118. Retrieved from Doi:10.5901/mjss.2014.v5n10p109
 36. Okoye, J.C (2004) Reporting Effectiveness in Public and Private Organisation. Enugu: HRV publishers.
 37. Peter, L.(2015). Effective Business Reporting, McGraw Hill Inc. New york. publishing Nigerian Limited 18-24.
 38. Rho, E. (2009). The Effect of organizational Reporting on public and nonprofit managers' perception of red tape.(Master's thesis). The University of Georgia School of Public and International Affairs Department of Public Administration and Policy. Georgia, USA
 39. Robbins, S.P.(2006) OrganisationalBehaviour (11thed) New Delhi: Prentice-Hall of India Private Limited.
 40. Shafique M.N, Ahmad.N ,Abbas.H&Hussain .A (2015) The Effect of customer relationship management capabilities on Organizational performance: Moderating role of competition intensity. Arabian Journal of Business and Management Review (Nigerian Chapter), 3(3).28-47
 41. Shannon, C.E., & Weaver, W. (1949).The Mathematical Theory of Reporting.Urbana, IL: University of Illinois Press. Shilbury, D., Ferkins, L., &Smythe, L. (2013). Sport Governance Encounters: Insights from lived experiences. Sport Management Review, 16, 349–363. Retrieved from, doi:10.1016/j.smr.2012.12.001
 42. Stephen C. (2011) Research methodology in Business and social sciences, Owerri Canon
 43. Taleghani.M, &Liyasi.M.N (2013), Organization's Mission Statement and Organizational Performance.Universal Journal of Management and Social Sciences 3(8); 32-39.. Retrieved from,cprenet.com/uploads/archive/UJMSS_12-1259.pdf
 44. Upadhaya, B., Munir, R., & Blount, Y. (2014).Association between performance measurement systems and organizational effectiveness.International Journal of Operations & Production Management, 34(7), 2-2.Retrieved from, <https://en.wikipedia.org/wiki/>
 45. Weimann.P,Hinz.C, Scott.E&Pollock.M(2010),Changing the Reporting Culture of Distributed Teams in a World Where Reporting is Neither Perfect nor Complete;The Electronic Journal Information Systems Evaluation,13 (2),187 – 196. Retrieved fromhttp/www.ejise.com
 46. Williams,C.(2007) Management 4th edition. USA: Thomas Higher Education
 47. Yeh, C. M., & Taylor, T. (2008). Issues of Governance in Sport Organisations: A Question of Board Size, Structure and Roles. World Leisure Journal, 50(1), 33–45.Retrieved from, doi:10.1080/04419057.2008.9674525