

ENYEKIT'S COBWEBIAN THEORY OF ORGANIZATIONAL NETWORKS AND EFFICIENCY 2023

ENYEKIT, Ebenezer Owaji Ph.D (MABEN, MTCN)¹

Department of Office Technology and Management¹,
Captain Elechi Amadi Polytechnic,
Rumuola, Port Harcourt, Nigeria

&

ENYEKIT, Kate Ebenezer-Owaji Ph.D (MABEN, MTCN)²

Department of Business Education,
Rivers State University²,
Nkpolu-Oroworukwo,
Port Harcourt, Nigeria

Introduction

Theory explains how some aspects of human behavior or performance is organized; it enables us to make predictions about a personality or behavior of a personality. The components of theory are concepts (ideally well defined) and principles. A concept is a symbolic representation of an actual thing - tree, chair, table, computer, distance, etc. Construct is the word for concepts with no physical referent - democracy, learning, freedom, etc. Language enables conceptualization. A principle expresses the relationship between two or more concepts or constructs (Enyekit, 2005).

Every organization is made up of sub-systems comprising of human beings, equipment and facilities alike. The goal of Human Resource Management (HRM) is to ensure that employees and organization achieve high levels of performance and the set goals. The emerging concepts that are addressed in this theory are poised to exposing the efficacy of the employees as well as the organization. Often times, employees and employers are faced with constant thousands of certain visual, tactile, auditory, gustatory as well as olfactory stimuli that seem to be difficult to understand by all that exist in the system. Perception of the employees and employers in an organization may differ from ones point of view or the other. Perception connotes the process in which one accesses information from the environment, synthesize,

organize it, and obtain meaningful thoughts from the objects and scenarios. Nevertheless, Enyekit & Onuekwa, (2015) defined the productivity as that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines, etc) into goods and services.

Enyekit (2017) observed that theories serve certain functions which include an explanatory, taxonomic and productive function. They also serve as scheme for orderly, efficient storage of facts, acts as said to insight, organize and simplify knowledge and clarify perspectives or conceptual frameworks to be used as the foundation of empirical study. On this note, the postulation of this theoretical framework is built around the following concepts.

Job Efficiency

Job efficiency can be defined as the work or tasks completed in a single workday by a single manager, or the work completed by a department or team in a given period of time (Jane, 2019). An efficient manager is one who works hard to complete his or her tasks at a given period of time. Also, Nwagboa in George-Amadi (2021) noted that that an efficient employee gives full attention to the job set out to do for the day. Being efficient at work would increase the productivity of the manager. It will also make the employees to feel happy and satisfied with what he or she has done

for the company. When employees are efficient in performing their jobs, the productivity of their colleagues as well as subordinates will increase and the organization will experience massive growth. On the contrary, if the employees are bored with their jobs or do not complete their assigned tasks within the specific period of time, efficiency could be said to be lacking in the office and the organization will experience low productivity and deadlines will be extended (Thomas & Pandey, 2012). Creating efficiency among employees requires organizations to put in place measures to inspire employees to complete their assigned tasks with the specific time.

The Cobweb

From the early beginning in 1930, cobweb theory played a key role in evolving perceptions of market stability arising from recursive linear models. The theory was first applied by political scientists and economists relating the theory to circular flow of goods and services. According to Hornby (2015) cobweb means a fine net of threads made by spiders to catch insects. The cobweb is formed with accumulated dirt and dust; the spider secretes a tissue called spinnerets to build the web. The cobwebs are tangled, and irregularly designed, while the spider webs are more elegant and sophisticatedly designed.

The Cobwebian theory is therefore postulated to show the extent of employees relationships to work and job efficiency. The theory depicts the extent of independency, inter-relationship and inter-woven nature of all sub-systems in a system for the purpose of achieving the set-goals, objectives and productivity of the firm. The Enyekit's Cobwebian Theory of Organizational Networks and Efficiency is propounded to hypothetically show the level of employees' job satisfaction and productivity.

The Components of a Cobwebian Theory of Organizational Networks and Efficiency

There are four main components parts of a cobweb that are applied in the Cobwebian theory for organizational network and efficiency. These components include; (a) the hub or centre of the web (where the cob rest), (b) the frame threads or borders, (c) the spiral lines or the insect catching area, (d) the anchor points (where the guidelines

that attached the web to each other.

Our Syntheses and Application of the Cobwebian Theory Components

Organizational Synthesis

According to Ubulom and Enyekit (2017), the organization and environment where the employees work has influence on the behavior of the employees in particular ways; this could be positive or negative to their relationships with management, other employees as well as the customers or clients of the organization. Every organization has norms, standards, codes, procedures and myths that governs and directs the focal objectives of the firm. These guidelines to a very large extent also influence the behavior of the employees at work and even most time beyond the work environment. The organizational synthesis of the influence on the employees' productivity is mainly and often times visible greatly found on long history and existence of the procedures and traditions of the organization.

The Contingency Synthesis

There are a lot of scenarios and things that we experience in life that are not designed by the employees but by nature. These things and scenarios may come our ways unplanned, they are referred to as contingent variables in work environment. The contingent more often than not influences the employees' lives and level of job satisfaction and productivity; the personality of the individual employees is therefore a function of the contingent variables of the Cobwebian theory of organizational networks and efficiency.

- (a) The hub or centre of the web; The hub of the cobweb depicts the nerve centre and policy formulation, and decision-making body of the organization.
- (b) The frame threads or borders; These are the sub-systems, networks of employees, departments, units that execute the policies of the organizations to achieve the set-goals and objectives.
- (c) The spiral lines; The spiral lines are the individual employees that discharge their duties according to their job specifications and descriptions for the growth of the organizations.
- (d) The anchor points; The anchor lines depict the boundaries, social contracts and

government policies that regulate the activities of organizations with the external customers and clients.

The Propositions of the Cobwebian Theory

1. There are individual differences in responses to conditions of the work environment (as to all other conditions). Thus, preferred network of employees are found to vary with age, social life and educational background. Some employees are apparently more sensitive than others in terms of their social networking and relationship with other employees which may adversely affect their productivity and performance either positively or negatively (Enyekit., Ameahule., Igani, & Okere, 2010).
2. Each environmental condition has several interactive dimensions which act jointly to determine the impact of the social networks and condition the employees display. The working condition if not just the conducive (heat, humidity, and airy movement could lead to low or high productivity and performance of the employees. These three social network conditions together comprise effective temperature: how cool or warm it feels. Thus, with air movement at a minimum, a dry-bulb temperature of 90 ° F at 10 percent humidity is as comfortable as 75 ° F reading at 100 percent humidity.
3. Whether or not physical conditions of the environment adversely affect performance depends also upon the nature the task. Music may facilitate performance when the task is monotonous or otherwise does not absorb the employees' full attention. The potentially adverse affects of noise are conditioned by the level of stimulation provided by the task (that is, whether performance feedback is frequent or infrequent) and whether the task encourages or discourage alertness, (Enyekit., Enyekit, & Obara, 2011).
4. Even when noxious environmental conditions produce no performance decrement (or generate a temporary performance improvement) there may be a cost to the employees in increased effort.

Such increased efforts are not always manifested in obvious signs of fatigue, but can be detected from physiological measures including muscle tension and central nervous system activity.

5. The multiple effects are jointly exerted by two or more environmental factors that may be quite different from the effect either exerts alone. Sometimes, the employees network and connectivity may lead to the joint effect of addictiveness or multiplicative. Alcohol ingestion and sleep deprivation together cause greater performance deterioration among employees than either alone. For some other pairs of conditions the joint effect is less deleterious than that from each factor by itself.

Assumptions of the Cobwebian Theory

The followings assumptions may likely lead to improve the efficiency of employees in the workplace as they include:

1. Employees may identify the possible reasons why they are not being efficient in their daily activities and roles. Obviously the reason may not be a single one because some employees might be less efficient in their roles due to personal factors while others may be less efficient due to lack of adequate resources to implement their plan and achieve the desired result. In this regards, it is important for the management team to identify the exact reasons why employees are less efficient on the job, and take measures to address the issues.
2. Assigned mentors may inspire lower and middle level employees particularly those who are bored with the day-to-day work routine. A senior mentor will show the other employees the importance of their job specification and description and provide motivational exercises.
3. Limit interruptions for employees who are having difficulties in focusing on specific tasks after being pulled in different directions. Give employees sometime for concentration without interrupting them especially if the jobs

have a deadline. Employees who are often interrupted may give up on getting the job done and decide to wait for next interruptions.

4. Allowing employees to take a mental break may lead to certain condition which involves turning off the cell phone (official lines) and getting a cup of coffee to relax the mind.
5. Reward employees who complete outstanding tasks by applauding them and giving them plaques for their hard-work and contributions. This type of recognition will motivate other employees especially those who are less efficient to improve their job efficiency.
6. Re-examine the job requirements and workload of employees especially those who tend to lend a helping hand in the office. Managerial efficiency may be lacking because employees are pulled in various directions and assisting on different official jobs without adequate focus on the tasks at hand. Delegation of functions and duties are important for the managers to achieve the desired goals and objectives of the firm with utmost capacity.

Conclusion

The postulation of the theory is found on the significant fact of relationship between social network and effective job performance employees in business organizations. It was confirmed that organizational networks is significantly moderates employees job performance. In line with the findings, it is evident that to assert that social network plays a vital role in improving job performance of employees. The study equally revealed that social media has a significant relationship with job performance (job efficiency, effective supervision and effective communication) of employees. Based on these propositions of the theory, it was concluded that application of the cobwebian theory of organizational networks and efficiency would

significantly enhance job performance of employees in modern business organization.

References

- Enyekit, E. O. (2005). Training needs of administrative office managers in selected oil companies in Rivers State. Unpublished Master's Degree Thesis. Department of Vocational Teacher Education, University of Nigeria, Nsukka.
- Enyekit, E. O., Ameahule, S., Igani, D. C., & Okere, R. O. (2010). Administrative effectiveness in business education for nation building: The role of the business educators. *New Era Research Journal of Human, Educational and Sustainable Development*, 3(1), 1-9.
- Enyekit, E.O. & Gogo, I. D. (2007). Theories of behavioral changes and implications in managing resistance to planned changes in organizations. *African Journal of Educational and Research Development (African JERD)*, 2 (1), 9-12.
- Enyekit, E.O. & Onuekwa, F.A. (2015). *Modern office practice and administration in Nigeria*. Port Harcourt; Valdas and sons Nig Ltd.
- Enyekit, E.O., Enyekit, K.E.O. & Obara, J.K. (2011). Professional skill acquisition and human capital development in vision 20:2020. Myth or reality? *Nigerian Journal of Educational Research and Evaluation, (NJERE)*, (2) 123-129.
- Enyekit, K.E.O. (2017). *Entrepreneurship delivery competencies required by business educators in teaching entrepreneurship in tertiary institutions in Rivers State*. Unpublished Masters' Degree (M.Ed) Dissertation.

Department of Business Education,
Rivers State University, Nkplou-
Oroworukwo, Port Harcourt.

George-Amadi, L. (2021). Digital communication technologies and job performance of administrative office managers in tertiary institutions in South-South Nigeria. An unpublished Ph.D Thesis, Department of Office and Information Management, School of Post Graduate Studies, Ignatius Ajuru University of Education, Port Harcourt, Rivers State.

Hornby, .A.S. (2015). Oxford advanced learner's dictionary. 9th Edition, Oxford University press.

Jane, M. (2019). How to create efficiency in the workplace. Small Business Chron. Retrieved from : <https://smallbusiness.chron.com/create-efficiency-workplace-22333.html>

Thomas, C. & Pandey, V. (2012). Relationship between personality and managerial performance. Retrieved from: www.centraltest.com

Ubulom, W.J & Enyekit, E.O. (2017). Re-engineering social entrepreneurial skills for job creation and performance among undergraduate business education students in south-south universities, Nigeria. Science and Industrial Technology Education Journal, 5 (2), 62-72.