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THE INTERPLAY BETWEEN ORGANISATIONAL PARANOIA AND THE PRODUCTIVITY OF DEPOSIT MONEY BANKS

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ABSTRACT

This qualitative inquiry examines the issue of organizational paranoia as well as its interplay on the productivity of Deposit Money Banks (DMB). It carefully reviewed and explored the literature on the construct variables, which provided a compendium of knowledge that acted as the bases for which findings, conclusion, and recommendations were proffered.

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INTRODUCTION

As authorities in industry analysis (Kramer, 2002), and social psychology (Day, Schleicher, Unckless, & Hiller, 2002; Fiske, Cuddy, Glick, & Xu, 2002) opine, that the perils and intents of being harmed by members of a business milieu, makes for the anxiety and distrust in operational relations. Harper (2018) and Kramer (2001) claim that paranoia is a mental disorder characterized by an erroneous belief that is held in the face of evidence to the contrary. Paranoia as a science of culture, society, and organization is not a broadly shared view because traditionally it is seen as a term from the medical sciences and human pathology (American Psychiatric Association, 2000); thereby limiting its relevance to the applicability of the insights gathered around clinical research (Sievers, 2006). Globally, organization is paranoia relates to the pressures or fears that exist mostly in a dynamic and complex business milieu or set-up. That is an environment that consists of perceived threats, uncertainties and of strategic rivalry that aggressively tries to undermine the activities of other business entities (Monyei, Agbaeze & Isichei, 2020; Eric-Hans, 2016).

Haghighi, Tehrani, and Kamkar (2015) observe that the complex and turbulent nature of the business environment influences largely the entire functionality of firms operating in it, including their strategy and configuration, corporate cultures, and mode of inter-firm relations. Organisational paranoia also refers to the information generation processes through which firms perceive their existence and continued viability; which is reflected in these paranoid profiles: restructuring, competition, and information communication technology (ICT) (James & Van-Ryzin, 2017; Anderson & Schwager, 2007). These profiles have the tendencies to make or mar operational strategies, business outcomes, and decision-making features of both workplaces and workforces (Monyei et al., 2020; Haghighi et al., 2015). In the case of Deposit Money Banks (DMBs), they have restructuring and technology as major delusions (Oluduro, 2015), based on a constant fear of losing market shares; they become preoccupied with a perfectionist mindset that leads to the development of intervention measures for every last detail of their business activities (Michelson & Mouly, 2000). There has been an abrupt decline in DMBs productivity which has become

problematic to stakeholders, business analyst and research experts in recent times (Taiwo, 2010; Anameje, 2004). Some of these DMBs try to place their declining productivity issues on failed innovative capacity; others accredit it to the growing global pressures and business rivalry intensification, requiring them to perform at certain standards to improve their productivity. Consequently, in view of this critical situation, DMBs are coming to terms with the impact of paranoia and its capacity to truncate economic benefits exponentially (Muda, Rafiki & Harahap, 2014). It is not an overstatement to say that DMBs are as critical to nations as oxygen is to living organisms. The relevance of DMBs are clearly established in the fact that they have continually remained the goose that lay the golden eggs; contributing about 40% to fiscal revenues, economic growth, innovation and international business earnings (Lazear & Shaw, 2007). As such, fathoming and curbing the situation becomes a desideratum. Monyei *et al.*, (2020) further declared that despite the emphasis being made on the significance of DMBs in driving economic prosperity and advancement, the issue of organisational paranoia as it affects and interplays with their productivity has only recently emerged and garnered momentum in the literature. This is because the dialectics surrounding the context have failed to narrow it down to DMBs and its operatives (Hanaysha, 2016; Baruch & Lambert, 2007). Hence, this qualitative inquiry examines the interplay between organisational paranoia and the productivity of deposit money banks. Also how the workforce's role can be utilized in curbing the situation and enhancing business outcomes in appropriate ways.

Review of Related Literature

Theoretical Foundation

Cognitive Dissonance Theory: The Cognitive Dissonance Theory changed the rationale behind inter-relational and psychological processes, mainly concerning how behaviour affects opinion. The first theory of cognitive dissonance was postulated by Leon Festinger in the mid-1950s, and the first official and complete presentation of the theory was in 1957. Festinger posited that, when an individual holds numerous knowledge or information that are significant to each other but varying, a state of distress is created. He called this unpleasant state of distress to be dissonance (Kowol, 2008; Harmon-Jones & Harmon-Jones, 2007). Frey, Irle, Möntmann, Kumpf, Ochsmann, and Sauer (1982) offer that the dissonance between cognitions could be determined by evaluating whether people expect one event to follow from another. Cognitive dissonance theory further claimed that humans and entities tend to maintain consistency among multiple cognitions (like thoughts, behaviours, attitudes or beliefs). Varying cognitions produce unpleasant situations that motivate them to change one or several cognitions to restore consistency with other cognitions (that is consonance). Aronson (1969) avers that in a unique manner to Festinger's method was the proposal that cognitive dissonance is an aversive mental state that provokes both individuals and groups to reduce the dissonance. Although the original idea of cognitive dissonance theory was intended to apply to a broad range of psychological phenomena, subsequent inquiry sort to focus on attitudes and behaviours (Festinger & Carlsmith, 1959). This present research is primarily anchored on Festinger's theory as one of a diverse range of principles on group inter-relations. Kowol (2008) and Griffin (2006) refer to inter-relations as a holistic

term for all systematic and self-conscious discussion and analysis of group or individual phenomena. Scholars have attempted to describe inter-relations, however establishing a uniform definition has become impossible (Littlejohn & Foss, 2005). For the purposes of the current discussion, inter-relations will be agreed to mean every process by which groups or individuals influence themselves. Since the fundamental proposition of the Festinger's theory is based or concerned with attitude change and attempts to understand/determine how persuasive feedback and messages are processed in the mind. It, therefore, validates its claim as feedback, response or inter-relation theory (Monyei *et al.*, 2020; Harmon-Jones & Harmon-Jones, 2007).

Conceptual Clarifications

Organisational Paranoia: Paranoia, as a human phenomenon is observed as a feeling of excessive distress or concern over a person's future (Abdul' Aal, 2008). The persistence or continuation of this feeling begins to dominate that person's thought processes and mental state, which then degenerates into a general suspicious disorder. This condition is characterized by the absence of control over thought processes, and in turn result in thinking symptoms that are likely to interfere with the person's daily routines (Aldosari, *et al.*, 2010). Baruch and Lambert (2007) describe organisational paranoia as the effect of combined negative emotions and a physiological provocation that involves complex behaviours. Prolonged paranoia can lead to hypersensitivity and chronic worrying by companies, which influences many functional areas (Kennerley, 1995). An established framework of organisational paranoia reveals it as being influenced by the interface between the external environment and internal processes. In a firm, qualitative market demands, global competition, among others, while also possessing the ability to determine what conditions or situations are perceived as threats or mere benign/harmless experiences (Anderson & Schwager, 2007). Monyei *et al.*, (2020) aver that organisational paranoia is very much linked to nervousness, uneasiness and chronic disruption of business activities. Basically, organisational paranoia is the cognitive aspect of nervousness and it denotes the functional state of preparation for subsequent threats by reducing the unexpectedness and consequent impact level of aversive corporate provocations. It thus eliminates the surprise element and creates a firm or a person's readiness to curtail the unanticipated eventualities that actually occur, by first sounding an alarm to the system about an incoming threat or information process; secondly by prompting a withdrawal of the threatening thoughts into consciousness; and lastly, preparing for subsequent event in a way that reduces its aversive tendencies (Spector, 2008). After all, some unexpected and unpleasant eventualities are oftentimes more emotionally and physiologically perplexing or arousing than an expected unpleasant event. In another scenario, an expected change can also contain potentials for the mind to breed resistant feelings (Levy, 2005). The nexus between organisational paranoia and productivity has raised diverse opinions amongst researchers (Monyei *et al.*, 2020; Aldosari, *et al.*, 2010). It is, sparsely argued that the dysfunctional thought processes created by paranoia are the unfortunate causes of unsustainable productivity (Levy, 2005). These thought processes which are false thoughts obscure reality in a manner that is perceived to be grimmer than it really is. This obscurity of reality often reflects itself in high-level feelings of helplessness and self-pity, to which the person

falls victim to. A paranoid organisation is oftentimes unaware of the self-inflicted negative thought processes. Ironically, such false thoughts become true, resulting in strengthening the firm's feeling of paranoia and the looming fear of loss of control over the future. Related to false thoughts is the concept of reactive thinking which refers to the nervousness of holding other firms or humans responsible for their thought processes and deeds; but also, usually see themselves as being responsible for other's feelings and thoughts (Spector, 2008).

Strategies for Managing Paranoia: It is believed that firms seek the services of an expert for disorders that are either novel or familiar to them; which has become an underlying principle been adopted in the strategies for managing paranoia (Mossholder, Settoon, Armanakis & Harris, 2000). This can be translated into organisational situations, requiring the use of external sources like consultants (Goldberg, 2001). Most solution methods focus on identifying the causes of paranoia, and in determining possible strategies that can permit a regained control over its responses. A decision regarding the most appropriate strategy to adopt will be chosen based on the causes and effects of the problem. These strategies for individuals range from medication types (Sheehan & Harnett-Sheehan, 1996), to relaxation exercise, counseling (Ridsdale, Godfrey, Chalder, Seed, King, Wallace & Wessely, 2001), and cognitive or behavioural methods (Goldberg, 2001). In a similar way, the comparable solution methods can serve as a podium for developing a means of dealing with organisational paranoia at different levels in its examination. This method is in tandem with the recommendations by Ridsdale *et al.*, (2001), in stating the relevance of an organisational intervention in handling distress situations at any level can hinder the negative consequences of work-related stressors on firms (Schabracq & Cooper, 2000). Despite the potential array of solution methods, these three, indicate the different types and stages of distress situations. For the individual, these are counseling, cognitive or behavioural therapy, and psychotherapy; while for an organisation they are consultants, organizational development and restructuring (Baruch & Lambert, 2007).

Productivity: From an organizational perspective, productivity is usually discussed as the extent to which employees contribute to the realization of set goals. Workforce productivity can be the output quantity, output timeliness, and attendance at work, or cooperativeness exhibited by colleagues in the workplace (Güngör, 2011). Pradhan and Jena (2017) posit that productivity improvement has become a core issue in contemporary business. The workforce productivity term refers to a staff's job accomplishments after exerting a required level of effort on the job that is linked through having a meaningful job description, and compassionate colleagues or employers around (Karakas, 2010). In order to fully maximize worker's potential and augment organisational productivity, an effective workforce productivity management system is imperative for any business organisation. The productivity-centered objective is usually expected to be aligned with a firm's rules so that the entire process moves away from being activity-centered to becoming more of a people-centric standpoint (Mone & London, 2009). It is stated that the improvement of the individual workforce's productivity does impact on the holistic productivity of the organisation as well. Taking a cue from Deadrick and Gardner's (1997) point of view, workforce productivity is defined as the documentation of attained or achieved outcomes for every task within a specific period of time. If viewed from this angle, then

productivity is represented as a distribution of outcomes achieved, and it can be quantified by using a variety of parameters that describe a worker's pattern of output over time (Taiwo, 2010). Taiwo (2010) avers that the push for better productivity and routine from operatives of service firms especially the banking sector is not a new phenomenon. Those factors such as the psycho-social or management styles of employers are what really propel the workforce's productivity. As already established, one of the major tasks of the managers is to prod subordinates in the organisation to perform at high levels (Zhang, 2004). It is believed that the more accurately these managers can answer the question of what influences their subordinates; the more equipped they will be at optimally maximizing and enhancing productivity, and also advancing the ethics of organisational accountability (Zhang, 2004).

Managing and Reviewing Productivity: Robertson (2005) states that there are several events that include observation and documentation of efforts made and accomplishments attained; providing feedback, mentoring and counseling of workforces with regards to productivity. At this stage facilitating communication channels within the organisation are done so as to ensure that the workers are not only aware of the objectives or the business plan but that they can participate in its enactment. A school of thought has argued that the provision of quantitative and qualitative standards for analyzing workforce and corporate productivity are important elements in the review and management of outcomes and accomplishments. As a result, all workforces will be aware of the standards which will spur them objectively. Productivity reviews can be regarded as action in learning, in that workforces can be performing tasks and consciously taking key observations of their outputs for knowledge and development (Teke, 2002). Productivity feedback has a huge potential to benefit workforces in terms of personal and work teams' outcomes. Aguinis, Gottfredson, and Joo (2011) further assert that effective productivity feedback has an influential ability to improve or heighten staff engagement, morale, and job satisfaction. Productivity feedback is a critical aspect of all productivity management systems. An effective productivity review is timely, direct, precise, behavioural in nature, and delivered by a credible source. The aim(s) of productivity reviews are, to improve personal and work team results, as well as workforce engagement, morale and job satisfaction. Productivity review is effective in redesigning staff job attitude and it enhances commitment and outcomes (Islam & Rasad, 2006). However, in another context, reviews or feedback may not affect productivity or even pose detrimental consequences on productivity. In this context, it goes further to indicate some factors including features of the review source and timeliness (that is amount and frequency) of review received influences workforce's attitudinal feedback outcomes (Monyei *et al.*, 2020).

Empirical Review: Haghghi, *et al.*, (2015) investigated the relationship between firm anxiety and paranoia with the tendency to gossip in the Mobarake-Steel company's employees in Iran. For the purpose, 131 Mobarake-Steel Company's staff were selected with a simple randomized sampling manner. In the study, data were analyzed with the Statistical Package for Social Science 18 software and the Pearson correlation and multiple linear regressions used to examine relationships. The findings argued that firm anxiety and paranoia had significant positive relationships with personal anxiety ($p < 0.001$), and conferring to the standardized

coefficients (β), firm anxiety projected 27% of gossip tendency ($p < 0.05$). In addition, firm anxiety had the ability to predict personal anxiety ($p < 0.001$). Van-Quaquebeke (2016) studied paranoia as an antecedent and consequence of getting forward in organisations. A 6-month, time-lagged online survey among 441 staff of various industries in Germany was led to explore the role paranoia plays as a precursor and as a consequence of progression in groups. The study results maintained the anticipated interference interaction between paranoid cognitions and self-monitoring in that both to an extent compensate for the other in explaining employees' firm progress. Reversely, changes in the span of control affected paranoid cognitions. Hanaysha (2016) studied the effect of job engagement on staff output in the higher education sector. To achieve the objective, an online survey method was used to collect primary data from a sample of 242 personnel at public universities in northern Malaysia. The collected data was analyzed using SPSS and Structural Equation Modelling on AMOS. The results showed that job engagement had a significant positive impact on staff output. Pradhan and Jena (2017) studied employee performance at the workplace. The study explored the associated parts for extending the scope of employee performance as a major purview of human resource effectiveness. The initial analysis of the content validity ratio (CVR) of the instrument had resulted in 38 items having a CVR value of 0.49 and above with 75 percent acceptability from the expert analysis. A total of 361 directors from Indian manufacturing and service firms responded to the 38-item employee performance scale. Exploratory factor analysis found 3 distinct factors of employee performance that created the new scale: Task, Adaptive, and Contextual performance(s) (TAC). The prescribed framework offers an inclusive understanding of the nature of employee performance. It was recommended that directors and organizational behaviour experts must utilize the insights from the explored factors to produce and maintain a better working environment.

METHODOLOGY

This investigation is conducted by means of a qualitative exposition of relevant and related literature. It follows an in-depth review of extant literature to critically examine and rationalize the interplay between organisational paranoia and DMBs' productivity.

Summary of Findings, Conclusion, and Recommendations

Findings

Qualitative analysis for the purpose of achieving the aim of the investigation was conducted through empirical analysis of reviewed related literature. It revealed that there was a significant negative correlation between organizational paranoia and DMBs' productivity. This result is consistent with the findings of Van-Quaquebeke (2016) that changes in the span of control affected paranoid cognitions; particularly in persons with low adaptive sense-making reacting with intensified paranoid cognitions when demoted. It also aligns with the findings of Hanaysha (2016) that job engagement had a significant positive impact on output. However, the result completely disagrees with Haghghi, *et al.*, (2015) that firm anxiety and paranoia had a significant positive effect on staff anxiety ($p < 0.001$).

Conclusion and Recommendations

DMBs supports' the growth and viability of a nation's economy; and this is reflected through the provision of jobs, facilitation of financial transaction on a global scale, guides fiscal policies, creates wealth for nations, amongst others. Invariably; paranoia, traditionally thought of as a term from the medical sciences; but with regards to the economy and organizational parlance, it comes in distinct shapes and forms (restructuring, competition, and ICT). Thus, this study conclusively opines that organisational paranoia negatively related and affected the productivity of DMBs. Therefore, the aspects and outcomes of this investigation should be constantly reviewed, consciously recognized and consistently investigated. It further recommends that; DMBs must inculcate a firm-based training and involvement in operational administration and compliance to environmental changes/interventions, as it carefully guides or eliminates paranoid disorders thereby enhancing productivity. Also, stakeholders of DMBs should ensure that a platform exists where paranoid issues are managed/handled/treated by strategically monitoring, identifying, reviewing, developing and accessing operational changes, as it fosters knowledge and operational symmetry, leading to DMBs longevity and viability.

Contribution to Knowledge

This inquiry qualitatively focused on examining the interplay between organisational paranoia and the productivity of deposit money banks. Owing to the dearth and paucity of the dialectics surrounding paranoia from an organisational perspective; the study thereby furnishes the theory and provides an empirical proof to its connectedness with the productivity of DMBs.

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