

## Organizational Behaviour and Task Delivery of Administrative Staff in Tertiary Institutions in Rivers State

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### Abstract

The study investigated Organizational Behaviour and Task Delivery of Administrative Staff in Tertiary Institutions in Rivers State. The study adopted correlational research design. It had a population of 100 administrative staff drawn amongst, unit secretaries, admin officers, technical staff, admin officer in the office of principal officers, HODs in Captain Elechi Amadi Polytechnic Rumuola, Rivers State University, Ken Saro Wiwa Polytechnic, Bori, Ignatius Ajuru University of Education, Rivers State School of Management Technology, Rumueeme. The study used the dimensions of Organizational Behaviour (OB) to include people, work environment and technology in relation to the independent variable of task delivery. The sample size adopted the census sampling technique in which the entire population of 100 was studied. Out of the 100 copies of questionnaires distributed, 90 representing 90% were duly returned and completed and the study used the returned copies for its study. The study used modified 4-likert scale of Strongly agreed (4), Agreed (3), Disagree (2), Strongly Disagreed (1). The three research questions were answered using mean and standard deviation at mean criterion of 2.5, while the null hypotheses were tested using Pearson Product Correlation Coefficient (PPMC) at .05 significance level. The study found, as concluded, that the variables of people, work environment and technology significantly relate to task delivery of administrative staff in tertiary institutions in Rivers State. It recommended among others that management of tertiary education institutions in Rivers State, should provide people centred management approach in which the people would be incorporated from policy draft to its implementation.

**Keywords:** Organizational Behaviour, Task Delivery, Administrative Staff, Tertiary Institutions, Rivers State.

### Introduction

Organizational behavior is very critical to the attainment of task delivery in any organization. Organizational behavior deals with the interaction levels within the organization. Such behaviours are directed by organizational values or policy guidelines. When people work in an environment where toxic relationship exists or where bosses operate like emperors, there is strong suspicion that task delivery would be a farce. Task delivery is the item path towards achieving set objectives or goals. The behavior of the organization relates to the staff behavior, whether administrative staff or otherwise. In achieving tasks, the interactions within the organization has to be incorporated.

Adiele (2022) identified organizations behavior to include the people in the organization, environment and technology. People refers to the workers or personnel to carry out task

delivery roles. Apparently, organizational behavior is moderated or directed by the organization's management. A staff who is not well managed may not be able to deliver specified tasks and this will hamper the organization's goal attainment. The people are the major resource of any organization. Organizational behavior that is not directed towards motivating staff to delivery tasks could be requiring redoing. Nweke (2018) revealed that management has a critical influence on the prevalent behavior in the organization. Behaviour maybe explicit or implicit. Explicit is the physical conduct of the people while the implicit is the intrinsic tendencies directing behavior. Some of such intrinsic conducts may include organizational policy, management mission and visions, Human Resources Policies, etc.

Environment is viewed as both the office space and the entire ambience. Every aspect of the organization operates within the building or the e-space. The management of the work environment is key to staff task delivery. The right people, right machines or facilities should be provided for effective task delivery to take place. A situation Anya (2019) sees as a place of base to act. Environment that is people friendly could lead to efficient and effective task accountability.

Technology deals with the dynamics of the organization's ability to incorporate contemporary measures in the work place. Technology according to Nweke (2022) involves up-to-date approach in carrying out roles in the office. This does not in any way exclude machines or automation which hastens or facilities operations. The policies, rules to work should be contemporary, and international best practice compliant. The study therefore refers to technology as contemporary measures to handling organizational tasks.

Administrative staff are the back-end staff in tertiary institutions, the staff that support principal officers to deliver on their statutory or incidental mandates in the workplace. It is the category of staff that keep and maintain records. The administrative staff work with principal officers in any tertiary institution to achieve set objectives. Tertiary institutions in Rivers State refers to higher institutions of learning funded and owned by Rivers State Government, of Nigeria. This category of staff are from time to time required to carry out tasks which may include typing of memos, letters, meeting with vendors, office administration, training, being part of management meeting, outstations travels, union activities, committees, etc. Organizational behavior has a critical role in ensuring their roles or tasks assigned to them are accomplished. The focus of this study would be to factor in the interplay of organizational behavior in administrative task delivery. There has not been any paper done in this area. This study would therefore provide a focal take off for further researches in the area of organizational behavior and organizational task delivery.

### **Statement of the Problem**

Organizations are structures set up to achieve objectives. A major part of this structure is the people. Organizational Behaviour has been a major aspect of the organization's life. However, most tertiary institutions in Rivers State appear not to pay so much attention to the behavior of individuals or groups within the organization. The people are reason for any

tertiary school to operate. People refers to staff, students, vendors and community members. The integrating unit for all behavioural patterns being management. Management accrues the tertiary institutions in Rivers State appear to not pay in-depth attention to the environment its staff operate. Environment in terms of provided and maintenance of facilities to work. If a staff is given a task to accomplish, the state of the machine required to carry out such tasks is very important. It is concerning to note that some administrative staff even go out of their offices to carry out certain tasks that should have been done within the office space. Management appears not to have enshrined to the fullest, the technology culture. This has to do with provisions of technology facilities, training and retraining of administrative in order to carry out their tasks without hitches. This study has therefore investigated the relationship between organizational behavior and task delivery of administrative in tertiary schools in Rivers State.

### **Objectives of the Study**

The study investigated organizational behavior and task delivery in tertiary institutions in Rivers State; with the following specific objectives:

1. To investigate the relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State
2. To find out the relationship between environment and task delivery of administrative staff in tertiary institutions in Rivers State
3. To examine the relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State.

### **Research Questions**

The following research questions guided the study:

1. To what extent does people relate to task delivery of administrative staff in tertiary institutions in Rivers State?
2. To what extent does environment relate task delivery of administrative staff in tertiary institutions in Rivers State?
3. To what extent does technology relate to task delivery of administrative staff in tertiary institutions in Rivers State?

### **Null Hypotheses**

The following null guided the study:

1. There is no significant relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State
2. There is no significant relationship between environment and task delivery of administrative staff in tertiary institutions in Rivers State
3. There is no significant relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State.

## Concepts

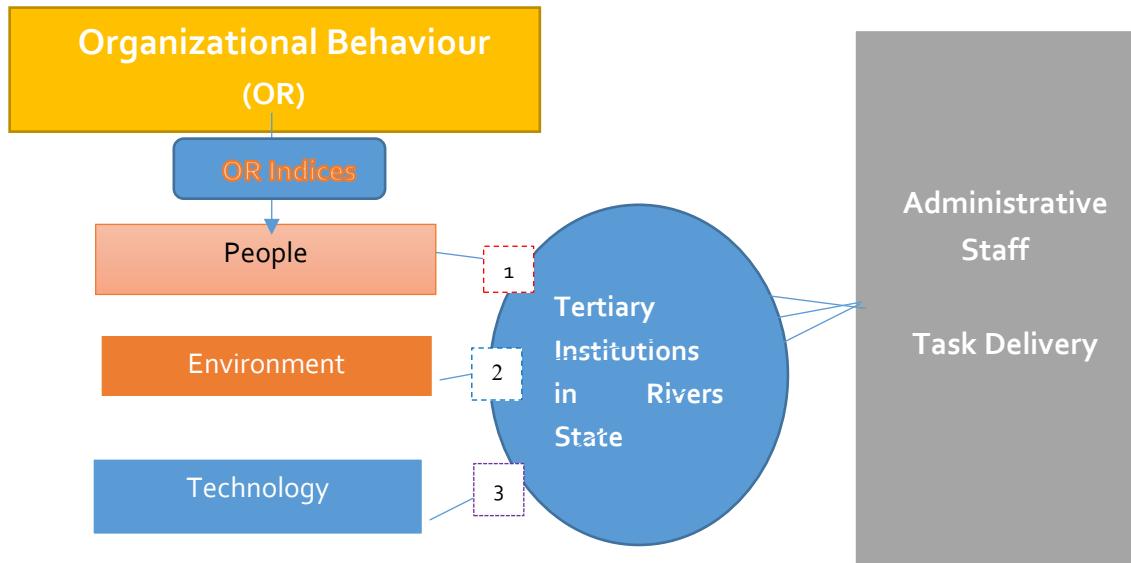


Fig 1: Researchers' Guide, 2023

### Theoretical Basics

The study based its theory on Human Relations Management and the Hawthorne studies by Elton Mayo, 1932 as cited by Adiele, (2022). Hawthorne Experiments of Elton Mayo are considered as the bedrock of human relations movement in the management. These experiments were conducted in the Hawthorne plant of the Western Electric Company from 1924 to 1932. This model explains that social interactions between managers and their workers impact business outcomes. As such, organizations should personally invest in their employees. This study is linked to the theory because of its attribute or leaning towards employee relationship with management. It explains how management is the prime shaper of organizational behaviour and how it influences staff task delivery.

### Organizational Behaviour

Organisational behaviour (OB) as defined by Brooks (2009) is the learning of human behaviour in organisational contexts, focusing on individual and group processes and actions. From the definition, it is evident that man's behaviour when acting alone may differ when in a group. To buttress the view, Mullins and Christy (2010) opined that organisational behaviour is concerned with studying the behaviour of people within a corporate setting. Simultaneously, Nelson and Quick (2019) analysed individual behaviour and group dynamics in organizations. Furthermore, McShane and Von Glinow (2018) said OB is the findings into what people think, feel, and do in and around organizations. However, the said organisational behaviour is limited to the corporate setting as it may differ outside the organisation. The action is employment related to absenteeism, productivity, employment turnover, work, human performance, and so on (Robbins & Timothy, 2016).

The level at which staff perform or carry out assigned tasks depend on the organizational behavior regarding people, environment and technology. The duo further argued that OB has to do with what the people do and how it affects the outcome of the organisation and of such, it should be studied in relative to Interpersonal communication, group structure and process, change processes, Motivation, Leaders' behaviour, attitude development and perception, conflict and negotiation, work design and the likes. Meanwhile, a proper understanding of OB will help an individual or group to work well with others, accomplish both organisational and personal goals, satisfy curiosity, predict future events, reduce anxiety, correct false common sense and adopt more accurate personal theories (McShane & Von Glinow, 2018).

### **Task Delivery**

Fadeyi, Maduenyi, Oke, and Ajagbe, (2015) and supported by Jenatabadi (2015) that task delivery is one of the most debated issues among various theorists and researchers though being a frequent concept in empirical reviews, its definition is still uncertain because of its diverse connotation that gives no space to an agreeable universal definition. However, task delivery within the scope of organization is the effective coordination of an organized group or individual that has performed a specific assignment or duty to yield an outcome (Agwu, 2016).

In the same vein, (Aka, 2017) opined that task delivery is the organisation's effectiveness and efficiency displayed by individual or group members of the organization aimed at satisfying a certain aspect of the organization's goal or objective. It is effective when the goal or task set is achieved and efficient when the resources are well utilized or maximized. Corroborating this view is ( Kaldeen, Samsudeen, & Hassan, 2020) who said organisational performance is the attainment of tasks through an individuals or group's effort within the organisation. On the other hand, Muller, Smith, and Lillah, R. (2018) and Sonnentag (2003) put forth that OP is a multidimensional concept of both task and contextual. Sonnentag (2003) explained that while the task is seen as what individuals or a person do or perform to contribute to the organisation's technical core, the contextual is perceived to be work was done that does not add to's the technological heart but support the organisation.

Furthermore, Greenberg (2011) defined task delivery as a set of financial and non-financial indicators that offer information on the degree of achievement of objectives and results. However, Martineli (2001) posits that task delivery is the measure of an organisation's state or the outcomes that result from management decisions and the execution of those decisions by employees of the organisation. Judging the two definitions of task delivery above, it can be concluded that task delivery is how well a set task or assigned role is achieved.

### **People and Task Delivery**

People has been defined in different ways by various authors. According to Kumari and Kumari (2014), people in the organization as an aspect of organizational behavior. The

overall conduct of the people constitutes a major dimension of organizational conduct. Price (2004) sees people as a component of organizational behaviour as a procedure connecting participation, communication, decision making which leads to industrial democracy and employee motivation. He noted that involvement of the people in an organization's operation motivates and enables them to effectively and successfully add value to the organization. Sofijanova and Zabijakin-Chatleska (2013) refer to involvement as the participation of employees in decision making and problem solving, and increase autonomy in work processes.

Employee involvement connote the idea of allowing employees to participate in decisions that affect them, increasing their autonomy and control of their work, delegating more authority and responsibility to them, in order to make them more committed, motivated and satisfied with their jobs in an organization. According to Mitchell (1973), employee involvement deals with sharing decision making authority between management and workers in the work situation. Marchington et al, (1992) and cited by Adiele (2022) posit that management initiates people relationship culture or behaviour to improve communication with colleagues and management to achieve set goals or objectives.

### **Environment and Task Delivery**

Work environment stimulates task delivery of staff. Nonetheless, workplace is a forerunner for the employees' achievement and performance (Ángel del Brío, et al. 2017). The employees' performance with the job satisfaction level have been seen in relationship amongst different employees and how it affects those (Böckerman and Ilmakunnas, 2012). Increased level of organizational behavior which relates to favourable or otherwise conditions in the workplace shows on the level of employee task delivery or performance. Moreover, if an employee feels he is a misfit at work, it does not mean he necessarily is not appropriate for job or does not possess the skills to do it. There might be various other work environmental reasons that might stress them out and make them think they are an unsuitable match for their job, eventually effecting their work performance as observed by a study (Sturman and Walsh, 2014).

For instance, if he is demanded work with out of his capacity and is not given enough support to do that job or enough time for it. Even though he might be given rewards in achieving those targets. He might still be not satisfied causing job stress and no support from the supervisor as stated by (Leblebici, 2012). It would also result in low productivity and performance. The working environment and job dissatisfaction not only leads to poor performance of employees but also may psychologically affect them making them feel demotivated and restlessness at work eventually effecting success of an organization (Abowd, et al. 1999). Consequently, presently employees are focused on current situation and occurrence of work environment to measure the employees' performance at different working environment and to see at what conditions employees work best (Satyvendra, 2019).

Individuals are happy to have a job as to financially manage themselves for survival but they no longer see workplace as their second home, even though they spent most of their days' time at workplace. They often feel they are forced to accommodate themselves into uncomfortable environmental conditions in office place which gradually results in depression, stress and even deteriorates their health in long run (Jena, 2016). Working environmental conditions are key determinants of work quality and employees' performance level (Genzorová, 2017). The way working environment engages employees influence their desires in learning new skills and capabilities and also affect their motivation levels in their performance and productivity as examined by (BUSHIRI, 2017). An increasingly growing competition amongst competing firms and even amongst the countries; effective and efficient performance from employees has become a must need for any firm (Awan, 2015).

### **Technology and Task Delivery**

Technology have also brought in more competitive challenges for fulfilling the organizational demands of work environment. How organization responds to the dynamics of technology is indicative of its organizational behavior. The innovation introduced by organization to improve task performance or delivery of staff is a critical aspect of organizational behavior (Awan, 2015). The incentives and physical set up is just one factor of the workplace environment, the workplace environment also includes the intangible factors that have a vital role in the success of any organization which cannot be seen but can be measured via success and results of those intangible factors for example policies, incentives, rules, work culture, work relationship, supervisor's support, compatibility with colleagues and many more factors (Genzorová, 2017).

The pointers for employee performance for administration could be measured via various factors of technological input and output (Schaufeli et al. 2016), family struggles due to work (Greenhaus and Beutell, 1995), depression (Radloff, 1987), work identity, job fit (Kristof-Brown et al., 2006), job satisfaction (Hackman and Oldham, 1976) and many more aspects.

### **Methodology**

The study adopted correlational research design. The study adopted 100 population including unit secretaries, admin officers, technical staff, offices officers of principal officers, HODs in Captain Elechi Amadi Polytechnic Rumuola, Rivers State University, Ken Saro Wiwa Polytechnic, Bori, Ignatius Ajuru University of Education, Rivers State School of Management Technology, Rumueme (source: Registry unit of Institutions under study). The sample size adopted the census sampling technique in which the entire population of 100 was studied. Out of the 100 copies of questionnaires distributed, 90 representing 90% were duly returned and completed and the study used the returned copies for its study. The study used modified 4-likert scale of Strongly agreed (4), Agreed (3), Disagree (2), Strongly Disagreed (1). The three research questions were answered using mean and standard

deviation at mean criterion of 2.5, while the null hypotheses were tested using Pearson Product Correlation Coefficient at .05 significance level.

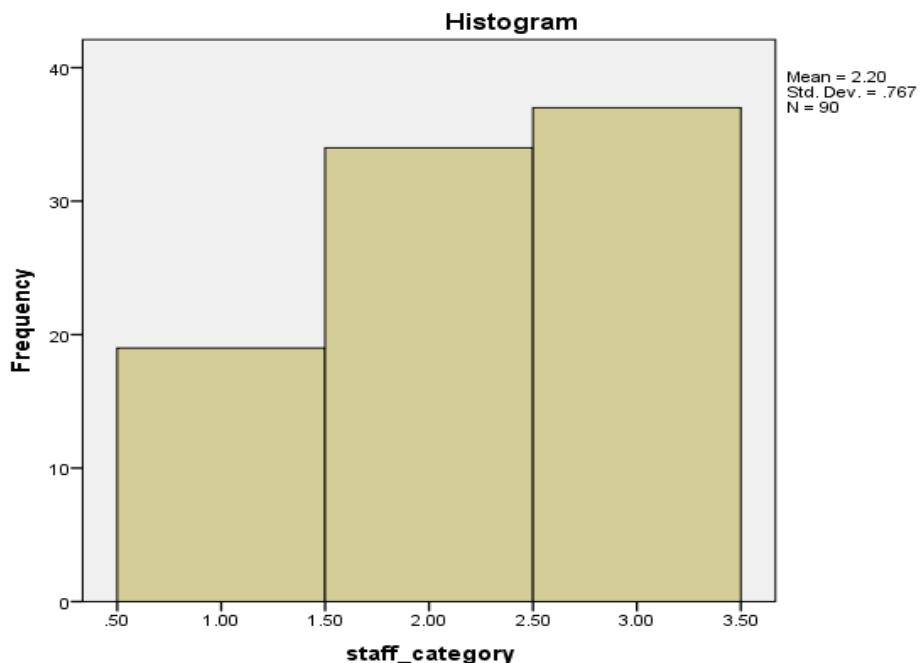
## Results

### Demographics of Respondents

**Table 1:** Staff Category

Staff Category	Frequency	Percent
secretaries	19	21.1
admin officers	34	37.8
technical officers	37	41.1
Total	90	100.0

Table 1 above showed that there were 19 secretaries representing 21.1%, administrative staff were 34 or 37.8%, technical staff were 37 or 41.1%.



**Research Question 1:** To what extent does people relates to task delivery of administrative staff in tertiary institutions in Rivers State?

**Table 2:** Mean and standard deviation of the relationship between extent people task delivery of administrative staff in tertiary institutions in Rivers State

S/N Items	N=90	Mean	Std. Deviation	Remark
Staff get involved management policies before formulation		3.40	.49	High Extent
Management has fame and shame approach to assessing staff tasks performance		2.36	1.33	Low Extent
Staff are allowed to relate with each without restrictions		1.85	1.12	Very Low Extent
There is management Welfare Monitoring Committee on staff human issues		2.17	1.15	Low Extent
Staff undergo medical check-ups before certain tasks		1.36	.48	Very Low Extent
Grand Mean		2.23	.91	Low Extent

Table 2 above showed mean score of 3.40 and SD .49 which showed that high extent that there is Staff get involved management policies before formulation. Item 2 with mean score of 2.36 and SD 1.33 showed low extent that management has fame and shame approach to assessing staff tasks performance. In item 3 mean score of 1.85 and SD 1.12 showed that very low extent that Staff are allowed to relate with each without restrictions. Item 4 showed mean score of 2.17 and SD 1.15 implied low extent that staff There is management Welfare Monitoring Committee on staff human issues. In item 5 mean score of 1.36 and SD .48 implied that low extent that staff undergo medical check-ups before certain tasks.

Thus, grand mean score of  $2.23 > 2.5$  implied that low extent that people relate to task delivery of administrative staff in tertiary institutions in Rivers State.

**Research Question 2:** To what extent does work environment relates task delivery of administrative staff in tertiary institutions in Rivers State?

**Table 3:** Mean and standard deviation of the relationship between work environment and task delivery of administrative staff in tertiary institutions in Rivers State

S/N Items	N=90	Mean	Std. Deviation	Remark
Office ambience has air conditioners		1.18	.39	Very Low Extent
There are vehicles and drivers for logistics issues		2.46	1.26	Low Extent
There are mechanisms to resolve staff relationship issues		2.90	1.14	High Extent
Work conditions are accepted by staff and management		2.98	1.21	High extent
Grand Mean		2.39	1.00	Low Extent

Table 3 above showed mean score of 1.18 and SD .39 which showed low extent that Office ambience has air conditioners in item 6. In item 7 mean score of 2.46 and SD 1.26 showed low extent that there are vehicles and drivers for logistics issues. In item 8 mean score of 2.90 and SD 1.14 implied that high extent that there are mechanisms to resolve staff relationship issues. In item 9 mean score of 2.07 and SD 1.21 implied low extent that Work conditions are accepted by staff and management

Thus, aggregate mean score of  $2.15 < 2.5$  implied low extent that work environment relates task delivery of administrative staff in tertiary institutions in Rivers State.

**Research Question 3:** To what extent does technology relates to task delivery of administrative staff in tertiary institutions in Rivers State?

**Table 4:** Mean and standard deviation of the relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State

S/N Items	N=90	Mean	Std. Deviation	Remark
There is Internet in the office		3.36	.48	High Extent
Staff attend training for emerging technologies		1.92	1.21	Very Low Extent
There are up-to-date facilities used in my tasks		1.23	.42	Very Low Extent
Faulty machines are promptly replaced		2.46	1.26	Low Extent
Grand Mean		2.24	.84	Low Extent

Table 4 above showed in item 10 mean score of 3.36 and SD .48 which showed high extent that there is Internet in the office. In item 11 mean score of 1.92 and SD 1.21 which showed very low extent that Staff attend training for emerging technologies. In item 12 mean score of 1.23 and SD .42 showing very low extent that There are up-to-date facilities used in my tasks. Similarly, in item 13 showed low extent with mean score of 2.46 and SD 1.26 that faulty machines are promptly replaced.

Thus, grand mean score of  $2.24 < 2.5$  implied that low extent that technology relates to task delivery of administrative staff in tertiary institutions in Rivers State.

### Test of Null Hypotheses

**H01:** There is no significant relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State

**Table 5:** PPMC test of significant relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State

Variables		People			
Task Delivery of Administrative Staff	Pearson Correlation	1	.083**	-.151**	.544**
	Sig. (2-tailed)		.002	.000	.000
	N	90	90	90	90
	Pearson Correlation	.083**	1	.600**	.475**
	Sig. (2-tailed)	.002		.000	.000
	N	90	90	90	90
	Pearson Correlation	-.151**	.600**	1	.039
	Sig. (2-tailed)	.000	.000		.150
	N	90	90	90	90
	Pearson Correlation	.544**	.475**	.039	1
	Sig. (2-tailed)	.000	.000	.000	
	N	90	90	90	90

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 5 above showed N-value of 90, correlation coefficient (Spearman rho) value of .039, p-value of  $.002 < .05$  which showed that there is significant relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State. The null hypothesis is therefore rejected.

**H02:** There is no significant relationship between environment and task delivery of administrative staff in tertiary institutions in Rivers State

**Table 6:** PPMC test of significant relationship between work environment and task delivery of administrative staff in tertiary institutions in Rivers State.

Variables		Work Environment			
Task Delivery of Administrative Staff	Correlation	1.000	.048	.613**	.805**
	Coefficient				
	Sig. (2-tailed)	.	.001	.000	.000
	N	90	90	90	90
	Correlation	.048	1.000	.576**	.113**
	Coefficient				
	Sig. (2-tailed)	.001	.	.000	.000
	N	90	90	90	90
	Correlation	.613**	.576**	1.000	.540**
	Coefficient				
	Sig. (2-tailed)	.000	.000	.	.000
	N	90	90	90	90
	Correlation	.805**	.113**	.540**	1.000
	Coefficient				
	Sig. (2-tailed)	.000	.000	.000	.
	N	90	90	90	90

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 6 above showed N-value of 90, coefficient value of .805, p-value of .001<.05 which showed that there is a significant relationship between work environment and task delivery of administrative staff in tertiary institutions in Rivers State. The null hypothesis is therefore rejected.

**HO3:** There is no significant relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State

Table 7 below showed n-value of 90, coefficient value of .652, p-value of .003<.05 which showed that there is a significant relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State. The null hypothesis is therefore rejected.

**Table 7:** PPMC test of significant relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State

Variables		Technology			
Delivery of Administrative Staff	Correlation Coefficient	1.000	-.056*	.127**	.652**
	Sig. (2-tailed)	.	.040	.000	.000
	N	90	90	90	90
	Correlation Coefficient	.056*	1.000	.780**	.026
	Sig. (2-tailed)	.000	.	.000	.000
	N	90	90	90	90
	Correlation Coefficient	.127**	.780**	1.000	.233**
	Sig. (2-tailed)	.000	.000	.	.000
	N	90	90	90	90
	Correlation Coefficient	.652**	.026	.233**	1.000
	Sig. (2-tailed)	.000	.003	.000	.
	N	90	90	90	90

## Summary of Findings

The findings of the study are hereunder itemized:

1. There is very low extent that people that relates to task delivery of administrative staff in tertiary institutions in Rivers State.
2. There is low extent that work environment that relates task delivery of administrative staff in tertiary institutions in Rivers State.
3. There is low extent technology that relates to task delivery of administrative staff in tertiary institutions in Rivers State.
4. There is a significant relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State.
5. There is a significant relationship between environment and task delivery of administrative staff in tertiary institutions in Rivers State.
6. There is a significant relationship between technology and task delivery of administrative staff in tertiary institutions in Rivers State.

## Discussion of Findings

The findings of the study are hereunder discussed.

**Relationship between People and Task Delivery of Administrative Staff**

The findings of the study indicated that significant relationship between people and task delivery of administrative staff in tertiary institutions in Rivers State. Aligning with the findings of the present study, Price (2004) sees people as a component of organizational behaviour as a procedure connecting participation, communication, decision making which leads to industrial democracy and employee motivation. He noted that involvement of the people in an organization's operation motivates and enables them to effectively and successfully add value to the organization. Sofijanova and Zabijakin-Chatleska (2013) refer to involvement as the participation of employees in decision making and problem solving, and increase autonomy in work processes. Employee involvement connote the idea of allowing employees to participate in decisions that affect them, increasing their autonomy and control of their work, delegating more authority and responsibility to them, in other to make than more committed, motivated and satisfied with their jobs in an organization.

**Environment and Task Delivery of Administrative Staff**

Findings of the study revealed that there is a significant relationship between environment and task delivery of administrative staff in tertiary institutions in Rivers State. Nweke, (2021) stated that Work environment stimulates task delivery of staff. Nonetheless, workplace is a forerunner for the employees' achievement and performance. The employees' performance with the job satisfaction level have been seen in relationship amongst different employees and how it affects those (Böckerman and Ilmakunnas, 2012). Increased level of organizational behavior which relates to favourable or otherwise conditions in the workplace shows on the level of employee task delivery or performance.

**Technology and Task Delivery of Administrative Staff**

The findings of the findings study revealed that there is a relationship between technology and task delivery of administrative staff. (Awan, (2015) buttressed the present findings stating that technology have also brought in more competitive challenges for fulfilling the organizational demands of work environment. How organization responds to the dynamics of technology is indicative of its organizational behavior. The innovation introduced by organization to improve task performance or delivery of staff is a critical aspect of organizational behavior. The incentives and physical set up is just one factor of the workplace environment, the workplace environment also includes the intangible factors that have a vital role in the success of any organization which cannot be seen but can be measured via success and results of those intangible facts for example policies, incentives, rules, work culture, work relationship, supervisor's support, compatibility with colleagues and many more factors (Genzorová, 2017).

**Conclusion**

The study investigated organizational behaviour and task delivery of administrative staff in tertiary education institutions in Rivers State. It found that the dimensions of

organizational behaviour (used in the study), people, environment, and technology significantly relate to administrative staff task delivery in the area of study. The implication of the findings of the study indicates that appropriate application of listed variables into the organizations studied, administrative task delivery would be enhanced.

## Recommendations

Based on the findings of the study, the following recommendations have been made:

1. Management of tertiary education institutions should provide people centred management approach in which the people would be incorporated from policy draft to its implementation.
2. Management should train staff from time to time in line with emerging technologies.
3. Management and staff should ensure conducive, irk free environment for staff to work in tertiary institutions in Rivers State.

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