

DYSFUNCTIONAL FOLLOWER BEHAVIOR AND ORGANIZATIONAL PERFORMANCE IN STATE-OWNED ORGANIZATIONS IN SIERRA LEONE: THE MODERATING ROLE OF SPECIFIC LEADERSHIP BEHAVIOUR.(DBL)

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Abstract

In contemporary times, firms hire individuals to get them to put up productive behavior for the advancement of growth. It is anticipated that employees within their daily operations will use organizational resources for the advancement of the firm. However, evidence in the literature suggests that this is not the case at all times, some employees use firm resources destructively, which may have implications on the firm's overall performance. These behaviors are termed dysfunctional follower behavior in this study. This study explores the impact of these behaviors on organizational performance. Undertaking studies in SOES helps in addressing contextual performance issues in firms to help increase overall productivity. The research is based on a mixed-method research design. A cross-sectional survey design was used to get 315 responses from respondents who occupy managerial positions in State-owned enterprises in Sierra Leone using questionnaires. A case study was used as the qualitative research design for this part of the study. A face-to-face interview data collection approach was used in sourcing for information from six top management team members using a semi-structured interview guide developed by the researcher. Based on the results of the study several recommendations can be made. First, managers aiming at increasing organizational performance should not commit many resources addressing employee political deviance as evidence has revealed. Second, managers aiming at increasing or maintaining organizational performance in SOEs should commit more time and resources in establishing measures that keep employee property deviance in check. Third, managers aiming at increasing or maintaining organizational performance in SOEs should commit more time and resources in establishing measures that keep employee personal aggression under check. Fourth, managers seeking to increase employee performance should not consider investing many resources in the management of employee production deviance as it has been revealed not to significantly affect organizational performance.

Keywords: Dysfunctional follower behavior, Organizational performance, Theory of planned behavior, SOE, Leadership behavior, Sierra Leone.