



Counterproductive work behaviour and Logistics Performance in GIGs Nigeria Limited: the influence of Employee Interpersonal Relations

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Abstract

The study investigated the impacts of employee interpersonal relations on the logistics performance of GIG Logistics LTD in Ogun State, Nigeria. Since the population size of the company's office in Ogun State is one hundred and twenty-two (122), no specific sampling strategy was used; the sample was simply equal to the population size. The study used structured instruments tagged 'Employee Interpersonal Relationship and Logistics Performance Questionnaire (EIRLPQ)'. Using a descriptive quantitative survey research method, data were analysed using frequency counts, Pearson Product Moment Correlations as well as Mean and Standard Deviation. Results show the descriptive statistics of employee interpersonal relationships and logistics performance of GIG logistics, demonstrating that the logistics task where an employee interpersonal relation has the highest influence is on the task of processing orders and handling material. The study concludes that employee interpersonal relationships have a far-reaching influence on both the employees working co-dependently and the companies where these relationships exist and develop. The practical implications of the study were raised and recommendations were suggested upon the findings

Keywords: Employee, interpersonal relations, counterproductive behaviour, logistics performance

Introduction

Since the past few decades, there has been a dramatic growth in the global logistics service industry, which consequently has shifted renewed academic attention to the industry (Oláh, et al, 2017). The major driver of this growth, especially in Africa, is the growth in intra-continental trade courtesy of the African Continental Free Trade Agreement (AfCFTA) (Mordor Intelligence, 2020). This free trade agreement, colliding with the digital economy and the Internet of things has jointly changed the business landscape; while the latter is increasing customers' demands for goods and services; the

former is increasing the importance of product availability (Van Staden et al., 2020). As a result, there has been a heightened demand for logistics services in Africa. In Nigeria, the growth of Third-Party Logistics (3PL) has been estimated to be more than 8% by the year 2025 (Mordor Intelligence, 2020). It is vast becoming the practice of the day that many companies are outsourcing their logistical operations to logistics service providers; they are integrating and collaborating strategic operations with Logistics Service Providers (LSPs) to boost supply chain operational capabilities and achieve a comfortable competitive advantage (Oláh, et

al, 2017: p.171; Van Staden, Niemann, & Meyer, 2020).

Consequently, a number of 3PLs in Nigeria has been numerous. Ogun State is nicknamed the 'Gateway to Nigerian economy' for being the major manufacturing hub of the country with numerous numbers of industrial estates built and operating in the state. It is not surprising that GIG Logistics Nigeria Limited, a global courier and logistics firm, has numerous offices and centres in the state and provides logistics services to many manufacturing industries in the state. This business-to-business (B2B) relationship is strategic rather than transactional and it is beneficial to both firms, especially with regards to reduction in cost, reduction in stress and reduction in lead time as well as improvement in customer satisfaction. It is possible because this strategic supply chain integration (SCI) between firms and 3PLs like GIG logistics enables firms to concentrate on its core competent operations while 3PLs firms concentrate on providing the logistics services (Okoroafor & Nwankwo, 2021; Van Staden, Niemann, & Meyer, 2020).

However, in such SCI, at least two firms are involved who bring both economic and technological resources together to achieve a supply chain network that places both firms at a competitive advantage in the market (Bitsch & Hanf, 2022). Although the success of SCI is mostly associated with logistics firms, such successful supply chain and logistics performance is not only a function of economic and technological resources but also, if not solely of social factors (Bitsch & Hanf, 2022). According to Ogundare and Oludeyi (2014), of all organisational resources, man is the only activated organisational resource that puts other resources into activation. When managers map out supply chain plans, employees' efforts in measuring, controlling and executing such plans cannot be ignored. The day-to-day interpersonal relationship, the act of collegiality and comradeship during the course of carrying out supply chain tasks need to be accounted for. In the study of Durach and Machuca, (2018), employees' interpersonal relationships are proposed as 'social lubricants' between buying

and selling, purchasing and distributing as well as procurement.

Extant empirical studies on supply chain management have largely focused on such issues as strategic approach to dealing with firms' logistics (Richey, Roath, Adams, & Wieland, 2022; Ibiama, 2020), process improvement (Rehman, Khan, Kusi-Sarpong & Hassan, 2018; Afonso & Cabrita, 2015), and performance measurement (Firman & Yusdi, 2019; Rehman, Khan, Kusi-Sarpong & Hassan, 2018; Afonso & Cabrita, 2015), among others. Other empirical studies acknowledge the place of human effort in supply chain performance, their main focus revolved around educational attainment and training (Firman & Yusdi, 2019; Kabinga, 2015), life skills (Kabinga, 2015), remuneration and other human factors such as trust, commitment, citizenship behaviour and social contacts (Marwah et al., 2014), among others. However, they fail to examine the place of interpersonal relationships among employees as may influence or affect supply chain service quality or logistics performance of LSPs. In fact, in the Nigerian context, there has been total neglect of this social aspect of both SCM and Logistics operations. The most worrisome is that since its incorporation in 2012, no study of this kind has been concentrated on GIG Logistics Nigeria Limited. It is a company that is rated the second biggest logistics firm in Nigeria. This is an unignorable research lacuna that needs to be filled.

Furthermore, there is no doubt that one of the strongest social cogs in the wheel of developmental projects in Nigeria is diversity, multi-ethnicity and religious intolerance which are often exhibited in people's interpersonal relationships at work. Emanating from these are numerous potential problems that may hamper the supply chain performance and service quality of most logistics firms in Nigeria. Since employment relationship is undoubtedly conflict-prone as a result of differences in individuals' ideologies, hopes, and aspirations, among others, the interpersonal relationships among logistics team may be toxic and such acts of collegiality, comradeship, cooperation, helpfulness and team behaviour that serve as a

social lubricant to the operational wheel of logistics operations may be crippled. When this happens among employees in logistics teams or supply chain networks, supply chain operations may be disrupted, employees may get demoralised and de-motivated. The interpersonal relationship may become toxic and consequently, employee work philosophy may become that of 'service to self' rather than 'service to help achieve firms' logistics objectives. At this point, there is no amount of economic or technological resources that a company may have that can save it from failure in logistics performance. If this continues to be ignored, the overall dent and shame is on professionals and academics in the fields of logistics and business management. This is why research of this nature becomes imperative at this time.

While the scope of previous studies focused on economic and technological aspects, this study is premised upon the quest to acquire more knowledge about the social aspect of logistics operations and performance in logistics firms. The study, therefore, limits its scope and focus to logistics firms in Ogun State. All employees (males and females) of some selected offices of GIG Logistics Nigeria Limited in Ogun State are included. For budgetary reasons and time constraints, the study excludes the firms to whom GIG Logistics render services. In other words, the manufacturing firms are excluded while the focus is placed only on GIG Logistics Nigeria Limited. The study also excludes the views of end customers and other transport officers who are not on the payroll of GIG Logistics Nigeria Limited, Ogun State.

Research Objectives

The broad aim of this study is to inquire into the impacts of employee interpersonal relations on the logistics performance of GIG Logistics Nigeria Limited, Nigeria. The following therefore are the specific objectives:

1. To investigate the relationship between employee interpersonal relationships and logistics performance in GIG Logistics Nigeria Limited;

2. To determine the extent to which employee interpersonal relationships can affect the logistics tasks of GIG Logistics Nigeria Limited;
3. To examine the aspect of the Logistics Performance Index (LPI) that employee interpersonal relationships affect the most and the least;
4. To determine the aspects of interpersonal relationship that brings about counterproductive behaviour or poor logistics performance in GIG Logistics Nigeria Limited.

Literature Review

In this section, efforts are geared towards exploring extant literature on key areas of the research work. Particularly, the literature is structured according to the research objectives.

Employee Interpersonal Relationship and Logistics Performance

In the recent past, strategic operational managers have concentrated efforts on optimising their *modus operandi* because it is essential in aiding firms' ability to profitably and adequately satisfy consumers at all times (Ehigie & Jesse, 2018; Kehinde et al., 2016; Yee et al., 2010). Operation processes, of course, are key to enhancing product or service quality, reducing wastage, and boosting employee confidence (Granados & Peña, 2021; Sgarbossa, et al, 2020). However, these operational processes are not some sort of self-operating process; there are parts (such as handling of materials and assembly) of the process that are carried out by human beings. This, according to Granados and Peña, (2021) as well as Sgarbossa et al, (2020), is despite the emergence of artificial intelligence and automation of production as well as logistics systems that are still considered weak in terms of flexibility, cognitive and motor skills which are typical of humans. In the study of Rosales (2015), it was found that interpersonal relationships at work are vital to both individual and organisational success. Humans are naturally social and their day-to-day interactions with one another are tantamount to their food and water (Rosales, 2015) which are vital substances for human survival and existence. This interpersonal relationship among

employees is considered in the study by Durach and Machuca (2018), as “social lubricants” in buying and selling, purchasing and distributing as well as procurements activities (Taylor, 2021). This is why the social and human factors in production processes have gained huge attention among recent scholars and researchers (Sgarbossa, *et al*, 2020; Szostek, 2020; Durach & Machuca, 2018; Rosales, 2015), across the globe.

Unfortunately, it appears that there has been a slight neglect in the aspect of employee interpersonal relations with its potential for boosting or crippling companies’ logistics performance. Some scholarship addressing improvement in the logistics performance of companies emphasises strategic approaches (Adesunkanmi, Emmanuel, & Nurain, 2022; Moh’d Anwer, 2022; Richey, Roath, Adams, & Wieland, 2022; Ibiam, 2020), without giving account to the interpersonal relationship among employees at work. In the study of Richey, Roath, Adams & Wieland (2022) as well as Ibiam (2020), a number of suggestions were raised for firms to continuously achieve process improvement in logistics activities. Still, the place of employee interpersonal relationship was ignored in its entirety, even in the study of Firman and Yusdi (2019); Rehman, Khan, Kusi-Sarpong and Hassan (2018); Afonso and Cabrita (2015), who investigated ways by which logistics performance can be measured. However, there is other empirical research that acknowledges the place of human efforts and interpersonal affairs in logistics performance, they are still faulted on the fact that they focus attention on such variables as workers’ educational attainment and training (Firman & Yusdi, 2019; Kabinga, 2015), life skills (Kabinga, 2015), employees remuneration and other factors associated with human beings at work such as trust among colleagues, employee commitment, organisational citizenship behaviour and social contacts (Marwah, Jain, & Thakar, 2014), among others. There is total neglect of the possible influence of employee interpersonal relationships on the logistics performance of Logistics Service Providers. In fact, in the Nigerian context, this gap in research is so vivid and glaring. This social aspect of logistics

operation should no longer be ignored and this is what prompted the first research question: What is the nature of the relationship between employee interpersonal relationship and logistics performance in GIG Logistics Nigeria Limited?

Employee Interpersonal Relationship and Logistics Tasks

Hypothetically, the next logical question, after the foregoing, is whether or not interpersonal relationship affects the tasks of logistics officers. Logistics activities are a combination of tasks which include, but are not limited to, processing orders and handling materials, packaging and warehousing, managing inventory, transportation and shipping, and monitoring, among others (Adesunkanmi, Emmanuel, & Nurain, 2022, Moh’d Anwer, 2022). Employee interpersonal relationships are unique with far-reaching influence on the individuals in those relationships and the companies where these relationships exist and develop (Nwinyokpugi & Omunakwe, 2019; Yee, Yeung, & Cheng, 2010). Although, previous empirical research on interpersonal relationships have demonstrated that interpersonal relationships directly or indirectly affect employees’ workability, occupational behaviour, productive performance as well as customer satisfaction (Nwinyokpugi & Omunakwe, 2019; Szostek, 2019; Ehigie & Jesse, 2018; Kehinde, Adegbuyi, & Akinbode, 2016; Yee, Yeung, & Cheng, 2010). Unfortunately, the extant empirical literature demonstrating the relationship between employee interpersonal relationships and various tasks in logistics activities is not available. This is why the second research question becomes imminent in this study: To what extent do employee interpersonal relations affect the above-identified task in logistics activities?

Employee Interpersonal Relationship and Logistics Performance Index (LPI)

The Logistics Performance Index (LPI) is some sort of measuring tool or a kind of logistics performance benchmark developed for countries or companies to determine obstacles and prospects in their trade and logistics activities so that they can find ways through which they can improve their logistics performance (World Bank, 2018) Although this index is created for

cross-countries comparisons, it is adapted for a logistics company in this study. The focus therefore is whether or not interpersonal relationships among employees in logistics firms affect some specific, selected areas of the Logistics Performance Index (LPI). In this study, five of these areas of the Logistics Performance Index (LPI) are found relevant and the first among these five is the potency of clearance processing. Clearance processing includes the speed, how simple it is and how easy it is to predict its formality. Studies (Adesunkanmi, Emmanuel, & Nurain, 2022, Moh'd Anwer, 2022; Richey, Roath, Adams, & Wieland, 2022; Al-Haddad, Chuman, & Kouki, 2021; Ibiam, 2020) have found that the most fundamental obstacles weakening clearance processing include rigidity of the customs clearance procedure, environmental uncertainties, and information technology. There has been no study attempting to investigate how employee interpersonal relationships are affecting clearance processing. The reason for this gap in research is palpable; clearance processing in logistics operations is regulated by the government and not individual employees at the firm level (Al-Haddad, Chuman, & Kouki, 2021; Yao, 2009).

Second, in the World Bank's areas of Logistics Performance Index (LPI)s is 'product arrangements' which means the way products are organised and displayed for sales or distribution (World Bank, 2018). Of course, unlike the first above (clearance processing), product arrangement and display is a job usually carried out by employees at the firm level. These employees naturally interact with one another in the course of or during work activities. Although such interactions among employees in the workplace are natural, creative and pleasant, it is often a source of tension and frustration among employees (Al-Haddad, Chuman, & Kouki, 2021; Nwinyokpugi, & Omunakwe, 2019). Previous empirical studies have demonstrated that workplace relationships have a direct influence on employee's ability to undertake certain jobs and be productive at work (Manta & Harges, 2013). It appears that product arrangement, classification and display have not enjoyed wide research investigation. Although,

in the study of Nwinyokpugi, & Omunakwe (2019), as well as the study of Asongo, Aguji and Ishongi (2018), it was revealed that friendship at work, which is an aspect of interpersonal relationship, has great potential to improve employees' attitudes towards work because of its correlation with job satisfaction, job commitment, engagement and perceived organizational support etc. (Richey, Roath, Adams, & Wieland, 2022; Goni, Toryila, & Saanyol, 2018). What is actually missing in the empirical literature is how such acts of friendliness or hostility (and other areas of employee inter-personal relationships) are influencing shipments or products arrangements in logistics firms in Africa and Nigeria in particular. In this study, it is hypothetically stated that, as it is for clearance processing and product arrangement in logistics operations, it is for tracking and tracing consignment or other goods. Ditto for quality of trade transport-related infrastructure such as ports, railroads, information technology, etc, as well as timeliness in reaching consignees and delivering within schedule. Consequently, therefore, the probable research question is thus: Which aspects of the Logistics Performance Index (LPI) is employee interpersonal relationship affecting the most and the least?

Employee Interpersonal relationships and counterproductive behaviour at work

In management and organisational behaviour, efforts towards achieving success through people involve so many activities which include how psychological and social processes interact with the work situations to influence performance. Interpersonal Relationship is the first key to consider (Asongo, Aguji & Ishongi, 2018). According to Lodisso, (2019) Interpersonal relationship is defined as a strong association or bond existing among people who work together in the same organization or company. When people work together with other people, they gain the opportunity to develop desired benefits and thereby are effective through cooperating with others (Lodisso, 2019). Some other ways by which interpersonal relationships among people at work have been described include complex and multidimensional (Szostek, 2020), which determines employees'

attitudes (whether productive or counterproductive) towards their work, their colleagues and the organisation (Szostek, 2019). Counterproductive work behaviour refers to individual employees voluntarily putting on a behaviour that is detrimental to the organisation, staff and productivity (Kundi, & Badar, 2021). It is a behaviour premeditatedly geared towards violating significant company norms while crippling well-being of the company, its employees, or both (Sharma & Thakur, 2016)

In all companies, including Logistics Companies, where counterproductive work behaviour is prevalent, there is always poor company performance. An interpersonal relationship is a kind of interaction between two or more individuals which may range from fleeting to enduring (Velmurugan, 2016). In the study of Szostek (2020), Lodisso, (2019), as well as Asongo, Aguji & Ishongi, (2018), this relationship goes beyond fleeting and enduring, it can be categorised into two namely positive (high quality) or negative (low quality). While the latter is characterised by high intimacy, pure sincerity, love and friendliness, the former is usually short-time, rare interactions, high suspicion and constant disputes; no or distorted communication, poor emotions and counterproductive work behaviour. While these aspects of employee interpersonal relationships are categorised into two, an attempt is made in this study to further widen such categorisation. Thus, this study explores the literature and identifies five aspects of employee interpersonal relationships which include (a) friendship, an unconditional interpersonal relationship which individuals enter into by their own sweet will and choice (Nwinyokpugi, & Omunakwe, 2019; Asongo, Aguji & Ishongi, 2018; Juneja, n.d.); (b), love, an interpersonal relationship characterized by passion, intimacy, trust and mutual respect (Goni, Toryila, & Saanyol, 2018; Juneja, n.d.); (c) family relationship, a type where individuals who are related by blood or marriage are said to form a family friendship be it at work or anywhere (Juneja, n.d.); (d) professional or work relationship is a task-oriented relationship where individuals working together for the same organization are said to share a professional relationship. They are called

colleagues who may or may not like each other (Juneja, n.d.); and (e) familiar stranger relationship, the type where a person who is nonetheless recognized by another from regularly sharing a common physical space such as an office building, department or organisation, but with whom one does not interact often (Juneja, n.d.). Previous research findings have indicated that interpersonal relationships among employees at work are correlated with poor team behaviour (Oludeyi, 2021; Szostek, 2019), counterproductive work behaviour (Szostek, 2020), poor performance and productivity (Nwinyokpugi & Omunakwe, 2019), among others. None, however, has attempted to identify areas or aspects of interpersonal relationship that brings about counterproductive work behaviour and which aspect does not. This necessitates the next research question: Which aspects of interpersonal relationships bring about counterproductive behaviour or poor logistics performance in GIG Logistics Nigeria Limited?

Gaps in Theory and Research

In 1958, George Casper Homans proposed a theory, Social Exchange Theory (SET) to explain the underlying issues behind peoples' interpersonal relationships. He posits that "give and take" forms the basis of almost all relationships, though their proportions may vary as per the intensity of the relationship. In a relationship, every individual has expectations from his/her partner and the relationship becomes meaningless should this expectation fail. Feelings and emotions ought to be reciprocated for successful teamwork or completion of joint tasks (Coyle-Shapiro, Morrow, Richardson & Dunn, 2020) When one invests time and energy in relationships, one will reciprocate by putting up one's best and this can happen only if one gets something desirable from it. If not uncooperative, negative or counterproductive behaviour will emerge. The theory emphasizes the need for a positive interpersonal relationship among employees in order to achieve improved performance at work (Coyle-Shapiro, et al, 2020; Geiger, Horbel, & Germelmann, 2018). Since the postulation of this theory, numerous empirical studies (Kundi & Badar, 2021; Szostek, 2020; Nwinyokpugi &

Omunakwe, 2019; Szostek, 2019; Goni, et al, 2018; Velmurugan, 2016; Rosales, 2015; Mamta & Narges, 2013) have been conducted to test this theory except for the possibility of employee interpersonal relationship to influence or affect logistics performance of Logistics Service Providers. None is unfortunately found in the Nigerian context. This social aspect of logistics operations should no longer be ignored.

In addition, on various tasks in logistics operations and activities, there have been no previous studies showing a relationship between employee interpersonal relationships and various tasks in logistics activities. This gap in the body of knowledge in logistics and supply chain management needs to be addressed. Past studies have also demonstrated that some aspects of interpersonal relationships at work have tendencies to boost employees' occupational behaviour and attitudes towards work because of its correlation with job satisfaction, job commitment, engagement and perceived organizational support etc. (Nwinyokpugi, & Omunakwe, 2019; Goni, Toryila, & Saanyol, 2018). However, except for "friendliness" (Nwinyokpugi, & Omunakwe, 2019), the specific aspects of interpersonal relationships identified in this study (which include love, family relationships, task-oriented relationships, familiar relationships, etc.) have not previously been examined to show their relationship with the efficacy of shipments or products arrangements in logistics firms in Africa and Nigeria in particular. Ditto for the correlations between the logistics performance index (clearance processing, product arrangement in logistics operations, tracking and tracing consignment or other goods, quality of trade transport-related infrastructure and timeliness in reaching consignee and delivering within schedule) and employee interpersonal relationships. Ditto for the aspects of employee interpersonal relationships and counterproductive work behaviour.

Methods

This study is a quantitative descriptive survey research design which adopts a simple random sampling technique in choosing the participants for the study. A descriptive survey enables

researchers to adequately give a descriptive account of how interpersonal relationship affects logistics performance in logistics companies. This study utilises a research instrument (i.e., a structured online questionnaire) for quantitative data collection. The instrument is subdivided into four parts: Part 1 contains items on personal information of the respondents; Part 2 contains 5 items addressing the research objective one while parts 3, 4, and 5 contain 5 items each to elicit information on research objectives 2, 3, and 4 respectively. To critique the e-instrument for both content and construct validity, it was sent to selected experts in Evaluation Studies, Labour Relations and Logistics Studies whose contributions and comments were factored into the redraft of the instrument. For the reliability of the instrument, the Cronbach Alpha method was used which yielded 0.81 reliability coefficient.

With the help of a trained research assistant, the instruments were administered to the participants on 02/09/2023 and were retrieved by 20/09/2023. This study takes between five to seven minutes to complete. The descriptive statistics of Frequency counts were used to analyse and quantify the personal data on the respondents while the Pearson Product Moment Correlation Coefficient was used to examine the relationship between employee interpersonal relations and logistics performance of GIG Logistics (objective one), as well as task in logistics activities (objective two). Mean and Standard Deviation and ANOVA were used to examine the aspect of the Logistics Performance Index where employee interpersonal relations affect the most and the least (objective three). It was also used to determine the aspect of interpersonal relations that bring about counterproductive work behaviour or poor logistics performance at GIG Logistics in Ogun state

Results

As evident in the literature, there is somewhat a kind of neglect of the possible influence of employee interpersonal relationships on the logistics performance of Logistics Service Providers. To bridge this vivid gap in research, the present study raises the first research

question as: what is the relationship between employee interpersonal relationships and the

logistics performance of GIG Logistics Nigeria Limited?

Table 1: Relationship between interpersonal relations and logistics performance

Variables	Mean	SD	N	R	Sig
Interpersonal Relations	3.38	0.87	98	0.67	0.01 (sig)
Logistics Performance	30.32	0.82	98		

(p<0.01)

The correlation between interpersonal relations and logistics performance was examined. The mean score of the independent variable (interpersonal relationship) is 3.38 while that of the dependent variable is 30.32. The correlation is 0.67 which is significant at 0.01. This result suggests that there is a significant correlation between employee interpersonal relationships and logistics performance. In the literature,

many research findings (such as the studies of Adesunkanmi et al, 2022; Moh'd Anwer, 2022; Richey et al., 2022; as well as Ibiama, 2020) had tilted towards this finding. Many of the participants in this study believe that the day-to-day interactions between workers go a long way in influencing a logistics firm's ability to coordinate logistics activities with other business partners.

Table 2: Extents to which employee interpersonal relationship affects logistics tasks

Logistics tasks	N	Min	Max	Mean	St. Dev.	Rank	Remarks (Level of influence)
Order processing and material handling	98	1	5	4.11	1.686	1 st	Highest
Packaging and warehousing	98	1	5	4.06	9.106	2 nd	High
Inventory management	98	1	5	3.67	1.867	3 th	Average
Transportation and shipping	98	1	5	3.32	1.672	4 th	Average
Monitoring	98	1	5	3.30	1.672	5 th	Low
Overall tasks	98	8	26	26.87	9.106		Average

The second research question was addressed in Table 2. The logistics task where an employee's interpersonal relation has the highest influence is the task of processing orders and handling material (X=4.11). It means that employee interpersonal relations are key to staff involving processing orders and managing materials. The logistics tasks of packaging and warehouse work are the next task where employee interpersonal relation also has a high influence. The mean

score of inventory management is 3.67 which can be interpreted that employee interpersonal relation has an average influence on inventory management. Ditto for transportation and shipping has a low influence on monitoring activities. What can be deduced from this result is that employee interpersonal relations not only affect logistics performance but also have strong correlations with four of the five major tasks (excluding monitoring) of logistics activities.

Table 3: Aspect of Logistics Performance Index (LIP) that employee interpersonal relationship affects the most and the least

Logistics Performance Index	N	Min	Max	Mean	St. Dev.	Rank	Remarks (Level of usefulness)
Efficiency of clearance processing (i.e. speed, simplicity and predictability of formalities)	98	1	5	4.19	1.881	1 st	Mostly affecting
Arrangement of competitively priced shipments	98	1	5	3.67	3.222	3 rd	Averagely affecting
Tracking and tracing consignment and or other goods	98	1	5	4.11	1.861	2 nd	Somewhat affecting
Quality of trade and transport related infrastructure (e.g. ports, railroads, information technology)	98	1	5	3.52	1.984	4 th	Averagely affecting
Timeliness in reaching consignee and delivering within schedule	98	1	5	3.32	2.421	5 th	Least affecting
Overall Performance	98	8	26	26.87	9.106		Averagely affecting

It is interesting to observe that while employee interpersonal relationships least affect the logistics task of delivering consignments timely and within schedule (Mean score is 3.32), it has the most influence on the task of processing clearance efficiently, (where the mean score is 4.19). This is somewhat unexpected because these two tasks seem related as they both deal

with timeliness, speed and efficiency in carrying out logistics tasks. Employee interpersonal relations have an average level of influence on overall logistics tasks in the firm. This result supports the proposition of the Social Exchange theory that emphasizes the need for positive interpersonal relationships among employees in order to achieve improved performance at work.

Table 4: Aspects of interpersonal relationship that brings about counterproductive behaviour or poor logistics performance in GIG Logistics Nigeria Limited

Dimensions/ aspects of employees' interpersonal relation	N	Min	Max	Mean	SD	Rank	Remark
Friendship: this is an unconditional interpersonal relationship where individuals enter into by their own sweet will and choice.	98	1	5	3.94	1.665	4 th	Low
Love: this is an interpersonal relationship characterized by passion, intimacy, trust and respect is called love. It may be platonic intimacy or not	98	1	5	4.82	1.383	2 nd	High
Family Relationship: Individuals related by blood or marriage are said to form a family friendship be it at work or anywhere	98	1	5	4.75	1.372	3 rd	Average
Professional or work Relationship: task-oriented relationship where Individuals working together for the same organization are said to share a professional relationship. They are called colleagues who may or may not like each other.	98	1	5	5.35	1.132	1 st	Highest
Familiar stranger relationship: is the type where a person who is nonetheless recognized by another from regularly sharing a common physical space such as office building, department or organisation, but with whom one does not interact.	98	1	5	3.68	1.673	5 th	Low
All aspects of interpersonal relations	98	29	66	43.99	8.258		Average

As indicated in the literature review, the independent variable (employee interpersonal relations) also has various dimensions ranging from friendship to love and then to familial relationships to professional or work-based relationships (Lodisso, 2019; Goni et al., 2018; Asongo et al., 2018; Juneja, n.d.). It is necessary to investigate and distinguish the dimension of employee interpersonal relations that bring about counterproductive work behaviour among logistics professionals. The result above indicates that the dimension or aspect of employee interpersonal relations which is purely professional or work-based ($x=5.35$) contributes mostly to bringing about counterproductive work behaviour in logistics firms. This result is

not inaccurate as people who are truly professionals may always showcase their level of professionalism among their colleagues and this may bring about unnecessary competition leading to counterproductive work behaviour among colleagues. The next on the ranking is love ($x=4.82$) this is an interpersonal relationship characterized by passion, intimacy either platonic intimacy or not. The basic question is how could people who are said to be in love with one another engage in such interpersonal work relationships and still put up counterproductive behaviour at work. It is difficult to find the interpretation of this result. The type of employee interpersonal relations which is half of being familiar and at the same

time half of being strangers (Familiar stranger relationship; $x=3.68$) has a very low tendency to bring about behaviour that hampers the working process of teams at work.

Discussion

The findings of this research work attempted to fill the gap in theory and research. In the literature, it was obvious that the place of interpersonal relationships among employees has not previously been studied adequately. Hence, the correlation between this variable and logistics performance was examined in the previous chapter. While the mean score of the employee interpersonal relationship is 3.38, the mean score for logistics performance is 30.32. The correlation is 0.67 which is significant at 0.01. It can be deduced that there is a significant correlation between employee interpersonal relationships and logistics performance in logistics firms. It was demonstrated that smooth and cordial employee relationships usually help to ensure that all customers' requirements are efficiently and safely met on time (Taylor, 2021). One of the ways by which logistics performance can be measured is a firm's ability to effectively and safely meet customers' requirements on a timely basis. This finding is in agreement with previous empirical studies (Adesunkanmi et al., 2022; Moh'd Anwer, 2022; Richey et al., 2022; Ibiama, 2020). Although previous research reports were not directly focused on how the day-to-day interactions among employees can inhibit smooth logistical operation thereby curtailing the overall logistic performance of the company, this study further introduces employee interpersonal relationships to the list of variables that determine the company's level of performance in logistical operations. As it was conceptualised in the study of Durach & Machuca, (2018), interpersonal relations represent the social Greece lubricating the complex and multidimensional (Kundi, & Badar, 2021) interpersonal relationship.

On the second research question: in which logistics task does employee interpersonal relationships have the highest or lowest impact? Apart from the overall logistics performance of logistics firms, interpersonal relations have been linked with other areas (which are person-based)

of the logistics activity. For instance, it was found to be directly or indirectly related to employees' workability (Nwinyokpugi & Omunakwe, 2019), occupational behaviour (Ehigie & Jesse, 2018), productive performance (Yee, Yeung, & Cheng, 2010) as well as customer satisfaction (Kehinde, Adegbuyi, & Akinbode, 2016). This study goes beyond the human and establishes the fact that employee interpersonal relations are key to staff involving processing orders and managing materials. There were five basic tasks identified in the literature. Out of these five, the logistics task of processing orders and handling material ($X=4.11$) is the task that interpersonal relationships affect the most and this is followed by the logistics tasks of packaging and warehouse works. The mean score of inventory management is 3.67 and this means that employee interpersonal relation has an average influence on the third logistics task which is inventory management. Ditto for transportation and shipping that has a low influence on monitoring activities. The finding corroborates the findings of Adesunkanmi et al., (2022), and Moh'd Anwer, (2022) who had previously demonstrated that employee interpersonal not only affects logistics performance but also has strong correlations with the five major tasks of logistics activities. The only interesting difference is that in this study, monitoring as a logistics task was excluded and as a result showed that interpersonal relations have no significant impact on this task.

The third research question was whether or not our independent variable has a significant influence on any of the five performance indexes as identified by the World Bank (2018). It is interesting to observe that while employee interpersonal relationships least affect the logistics task of delivering consignments timely and within schedule (Mean score is 3.32), it has the most influence on the task of processing clearance efficiently, ($x=4.19$). while the literature has documented that the most fundamental obstacles weakening clearance processing include rigidity of the customs clearance procedure, environmental uncertainties, and information technology (Adesunkanmi et al., 2022; Richey et al., 2022;

Al-Haddad, Chuman, & Kouki, 2021; Ibiama, 2020), this study further adds to this documentation that interpersonal relationship is also fundamental in clearance processing. However, how can employee interpersonal relationships has no effect on the logistics task of timely delivery of consignments and has the highest effects on clearance processing? This finding is unexpected or ambiguous because these two tasks seem related as they both deal with timeliness, speed and efficiency in carrying out logistics tasks. This may be a source of effort in future research. On product arrangement which means the way products are organised and displayed for sales or distribution (World Bank, 2018), employee interpersonal relations have an average level of influence on it. This supports the previous research findings that employees naturally interact with one another in the course of or during work activities. Although such interactions among employees in the workplace are natural, creative and pleasant, it is often a source of tension and frustration among employees (Al-Haddad et al., 2021; Nwinyokpugi, & Omunakwe, 2019). This result also supports the proposition of Social Exchange Theory (Homans, 1858) that emphasizes the need for positive interpersonal relationships among employees in order to achieve improved performance at work.

From the first research question to the third, the study has examined interpersonal relationships with a view to understanding how and to what extent they affect logistics performance as well as logistic tasks. On the fourth research question, the study turned to the employee interpersonal relationship itself with a view to understanding the type that brings about counterproductive work behaviour among employees in GIGs Nigeria Limited. According to Sharma & Thakur (2016), where counterproductive work behaviour is prevalent, there is always poor company performance and this is why employee interpersonal relations dimensions/types (which are friendship, love, family friendship, work-based or professional relationship and familial stranger relationship) are examined in table 4. The question therefore is, which of the aforementioned aspects of interpersonal relationships brings about counterproductive

work behaviour? The result indicates that the dimension or aspect of employee interpersonal relations which is purely professional or work-based ($x=5.35$) contributes mostly to bringing about counterproductive work behaviour in logistics firms. This means that when counterproductive work behaviour is exhibited among employees it is propelled by the nature of interpersonal relationships among employees; such behaviour is most likely to emanate from professional or task-related relationships. Also referred to as a task-oriented relationship where individuals working together for the same organization are said to share only professional relationships at work and nothing more (Juneja, n.d.). In this type of relationship, employees see themselves as nothing more than colleagues who may or may not like each other (Juneja, n.d.). In a work relationship like this, people who are truly professionals may always showcase their level of professionalism among their colleagues and this may bring about unnecessary competition leading to counterproductive work behaviour among colleagues. The next on the ranking is love ($x=4.82$) this is an interpersonal relationship characterized by passion, intimacy either platonic intimacy or not. This type of interpersonal relationship also brings, to a greater extent, bad work behaviour among people at work and this finding is in support of earlier findings of Goni, Toryila, & Saanyol, (2018).

The finding on love (as a kind of employee interpersonal relationship) is intriguing. It brings more questions than answers. How could people who are said to be in love with one another engage in such interpersonal work relationships and still put up counterproductive behaviour at work? Numerous other anecdotal reasons can be adjudged on this question. The best is to subject this question to empirical investigation for proper understanding. In contrast to professional relationships and love that contribute most significantly to counterproductive work behaviour, familial-stranger relationship contributes nothing to bring about bad behaviour at work. A familial-stranger relationship is the type of employee interpersonal relationship in which employees are half-familiar and at the same time half strangers. Findings reveal that familiar stranger relationship ($x=3.68$) has a very

low tendency to bring about behaviour that can hamper the working processes. This is probably a finding with no evidence in the literature to support or disagree with.

Limitations of the Study

The size of the sample and the data collection procedure are major limitations of this study. In the first place, the fact that some members of staff in GIGS Logistics Limited did not participate in the survey disabled the capacity of the study to collect rich and valuable data from the respondents. Also noteworthy is the fact that the study was basically focused on one single logistics firm in Ogun State, Nigeria. It did not include entire logistics firms across all states of the country. The data gathered in this study would have been richer should the scope of the study be wider than this. This limitation, by extension, reduces the capacity to generalise research findings across other logistics firms in all states of the country. Despite these shortcomings, the study still finds its way to add to the existing body of knowledge in both fields of logistics/supply chain management as well as labour/employment relations

Suggestion for Further Research

In this study, especially on the third research question, the analysis revealed that employee interpersonal relationships have no effect on the logistics task of timely delivery of consignments but have the highest effects on clearance processing. This finding is unexpected or ambiguous because these two tasks seem related as they both deal with timeliness, speed and efficiency in carrying out logistics tasks. Further studies would be helpful to examine the correlations between the delivery of consignment and clearance processing while using employee interpersonal relations as a moderating variable. This will clear off the ambiguity and doubt left in this study. Apart from that, this study concentrated on employee interpersonal relationships at work as they affect firms' logistics tasks as well as performance. Future studies may prune such relationship down to a supervisor-subordinate relationship or a professional/work-based relationship. Insightful results are likely to surface in the study. Future researchers may also endeavour to examine and

distinguish between the concept of logistics performance and logistics tasks using the same research context as this present study.

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