

# Interpersonal Relationships and Organizational Performance: The Nigerian Public Sector in Perspective

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## ABSTRACT

*The paper focuses on interpersonal relationships and organisational performance with particular perspective on the Nigerian public sector. Organizations are purpose driven entities with objectives, goals, vision and mission to accomplish. The public sector or the state sector is not only created to provide public service efficiently and effectively but to adopt managerial tools which will ensure that the ever growing and changing needs of the country are satisfactorily addressed. As a sector of a country's economy comprising of both public services and public corporations, the public sector's performance is pivotal to economic growth and development. The performance of the public sector is usually a reflection of how effectively and efficiently the human and other productive resources of the country are galvanised and managed by public managers. Studies in the direction have attempted to know what factors affects organizational performance and particularly how factors with positive influence on organizational performance can be sustained. Of interest in the paper is to examine the functional role of interpersonal relationships on organizational performance using the Nigerian public sector as a unit of analysis. It is contended using the Balanced Scorecard Model propounded by Norton and Kaplan (1996) and the EFQM Excellence Model as theoretical foundations of analysis that although cordial interpersonal relationships in pertinent in improving workers and organisational performance, it is not a sufficient element in stimulating expected high performance.*

**Keywords:** *Interpersonal relationships, organizational performance, public sector, human resources and productivity.*

## Introduction:

The public sector is managed and administered by public managers / administrators working in a web of interpersonal relationships. The interpersonal relationships between and among workers of an organization imperatively involves the communication of goals, interests, feedbacks, challenges and information. There is hardly any activity in the Nigerian public sector which does not involve interpersonal relationships and communications. As a service delivery institution of the Nigerian government, the public sector consist of levels of interactions and relationships involving human elements, institutions, departments, ministries, commissions, agencies and units. How interrelationships within and outside the public sector

are perceived, interpreted, understood and reacted to affect the performance of workers and organization.

According to (Naumovski, Dana, Pesakovic and Fidanoski, n.d, p. 1), interpersonal communication and relationship is one of the significant factors for the establishment and development of the public sector institutions and the advancement of society in all its ramifications. Interpersonal relationships and communication can serve as an important mechanism through which the effectiveness, efficiency and quality of services rendered by public institutions are gauged, evaluated and measured. It is therefore imperative for public and private organizations to observe, assess and analysis how their workers relate with one another, the customers of the organization, stakeholders and the society (environment).

Before we make further progress in the paper, we want to answer the question, what is interpersonal

relationship? Interpersonal relationship may be seen as intimate, strong, close association and solidarity that exist between and among workers in an organizational setting. Since organizations are majorly characterised by the presence of human resources to coordinate and manage the activities of the organization, interpersonal relationships are inescapable concrete reality of modern organizations. Writing on interpersonal relationships in the workplace, (Reich and Hershcovis 2011), succinctly observe, interpersonal relationships are inevitable reality for all those working in organizations. Similarly, (Jahoda 1982: 24), argue that, outside the family circle is an employment setting that provides a social context and demonstrates a daily reality that no one is an island and that the purpose of collectivity goes beyond the purposes of an individual worker.

Studies on science of interpersonal relationships in the workplace have been largely lopsided focusing on the negative effects of interpersonal relations on the performance of workers and organizations. This paper attempts to correct this by presenting a balanced argument of the debate. The paper argues that interpersonal relationships when cordial and conducted within accepted ethical matrix can serve as motivator, propelling stakeholders of organizations to contribute positively to the realization of short, medium and long term goals of the organization and workers. Put differently, the effects (positive and negative) of interpersonal relationships in the workplace is largely conditioned by the nature of interpersonal relationships existing between and among workers in the organizations. If such interpersonal relationships are cordial, purposeful, and effective, then its effect on the performance of the organization and workers will be positive. Otherwise, the effective will be negative requiring urgent human resource management decisions to arrest the situation. Theoretically, using the Balanced Scorecard Model (BSM) propounded by (Kaplan and Norton, 1996) and the EFQM Excellence Model as our theoretical units of analysis, the paper argues within the context of the Nigerian public sector domain that although cordial and effective interpersonal relationships in the workplace is pertinent in communicating goals, values and missions, it is not a sufficient element in stimulating High Organizational Performance (HOP). Thus, Proven Performance Drivers (PPDs) properly blended with effective interpersonal relationships should be encouraged in the workplace by organizational managers and human resource managers.

### **Nature and Impact of Interpersonal Relationships in the Workplace:**

Interpersonal relationships capture and present workers as social beings with value and “needs to belong”. There is hardly any public institution in Nigeria and the

world in general that is devoid of interpersonal relationships. Like (Hinde, 1978) advised, in examining interpersonal relationships, the following nature and categories of dimensions are likely to be rewarding: “the content of the interactions within the relationship, their diversity; their qualities; their relative frequency and patterning; the nature of their reciprocity v. complementarity; and their intimacy, interpersonal congruency and commitment between the participants” (p. 373). Each of the nature and dimensions of interpersonal relationships identified by Hinde has a nexus and linkage with organizational performance. For instance, the content of the interactions within interpersonal relationships if productively enriching in terms of sharing of ideas of innovations; educating and explicating organizational goals and vision; providing guidance and effective ways of addressing problems, etc. would positively affect the job performance of the involved workers and the organization in general.

Given the productive effects of interpersonal relationships in the workplace, human resource managers and public managers are to take conscious effort to encourage Productive Interpersonal Relationships (PIRs) and discourage those that are counter-productive. One of such counter-productive interpersonal relationship and interaction is gossiping in the workplace. Gossip in the workplace is counter-productive because the goal is to destroy the personality of the affected person by revealing privileged information and secrets about them; emphasising the faults and failures of others and exposing damaging details about the lives of others without their permission, approval and knowledge. Scripturally, the Bible is against gossiping and God condemn the act in strong terms. A gossip is a busybody in other men’s matter and is a talebearer that reveals secrets and separate close friends. Thus, the Bible caution, meddle not with him that “flattereth” and talks too much (Romans 20:19; 16:28). The Psalmist (Psalms 50:19-21), by inspiration from God, wrote:

*Thou givest thy mouth to evil, and thy tongue frameth deceit. Thou sittest and speakest against thy brother; thou slanderest thine own mother’s son. These things hast thou done, and I kept silence; thou thoughtest that I was altogether such an one as thyself: but I will reprove thee, and set them in order before thine eyes (King James Version of the Bible)*

We see that God by the mouth of the Psalmist promised to punish the evil of gossip if the person refuses to repent. Even in the workplace, when the content of interaction in interpersonal relationships is characterised by gossiping, it has the tendency of affecting the management and evaluation of the performance of workers. (Agba, 2018), argues that gossiping among workers affects the rating of workers’ performance in an organization. Categorising this as Gossiping and Conspiracy Rating Error

(GCRE), he opined that this rating error occurs in an organization when a “manager allows himself to be negatively influenced by the side comments of colleagues on a particular worker’s performance. It may arise out of envy or conspiracy to hinder a worker from making career advancement through the assessment being conducted” (p. 68). In other words, gossiping if given a place in an organisations leads to subjectivity in performance evaluation of workers and may well retard the career progress of the victim.

As noted earlier, interpersonal relationships has become the work-characteristic of public and private organizations. Defining interpersonal relationships in the workplace, (Heaphy and Dutton, 2008), made distinguishing remarks of the word “connection and relationship”. According to them a connection in the workplace is said to exist when there is a mutual awareness between and among workers that an interaction has taken place. Connection between and among workers or departmental units may be void of intimacy or characterised by momentary interaction involving the sharing of information that may be official or unofficial in nature. On the other hand, relationship is the product of repeated interactions and connections in the organization. Thus, interpersonal relationships is the product of repeated interactions and connections between and among workers usually involving awareness and contributions of the parties involved (Heaphy and Dutton, 2008); (Reich and Hershcovis, 2011).

Interpersonal relationships in the workplace exist on the grounds of trust, team work that involve more than two workers of the organization; assigned tasks that involves interactions among workers in order to get the job done. Interpersonal relationships could also be cultivated on the grounds of family ties and background, past interactions and experience like attending same university, secondary school, etc.; ethnic and regional ties, pursuit of common goals and values; sharing and occupying same office in an organisation. When two workers share same office, facilities and environment an interpersonal relationship can be built which affect their work-behaviour and drive to work. The age of technological revolution and globalization have facilitated the cultivation of interpersonal relationships in the workplace. Studies on interpersonal relationships in the workplace have become an integral part of human resource management and performance management and evaluation because of their potential impact on workers and organizational performance.

Civil servants as key actors in the Nigerian public sector cannot effectively discharges their responsibility of implementing the policies of government and carrying out the day to day function of administration without building and maintaining interpersonal relationships in the workplace. They spend close to 8 hours daily at work (resume work at

8am and close at 4pm) and it is difficult to work without regular interaction and connection with each other. The interaction, connection, sharing of feelings and emotions in the workplace can act as a potential tool for the reduction of workplace stress, “job monotony” and absenteeism. Positive interpersonal relationships contributes to the building of a healthy organizational culture which attracts the best of human capital to an organization. Within a work group and team, workers need positive interpersonal relationships in order to complete assigned tasks within the stipulated time.

Interpersonal relationships in the Nigerian public sector usually involve relationships and interactions between workers to workers; civil servants and their host communities; civil servants and the masses who are considered as customers/clients accessing the public service rendered by the public organizations. When such relationships are positive and cordial, it affects commitment of civil servants, built life-long ties that affects productivity and performance of ministries and governmental agencies. Writing on the effect of interpersonal relationships between employees and citizens on goal achievement; commitment of staff and performance of the organization, (Naumovski, Dana, Pesakovic and Fidanovski, 2016:2) observe that:

*... effective interpersonal communication in the public sector focuses on open and direct relationship between employees and citizens, thereby results in improving their commitment, productivity and organizational performances. It contains a permanent force that brings together all organizational members and guides them in a direction towards achieving the goals. Only institutions that succeed in establishing principles of effective communication have the privilege to play the role of successful organizations in today’s social conditions of change and dynamism.*

Thus, (Naumovski et al. 2016), see effective interpersonal communication as a necessity for high individual and organizational performance. It is important to note that interpersonal relationships in the workplace could be formal and informal in nature. And the study of such interpersonal relationship has become so fundamental in the management of individual and organizational performance in the 21<sup>st</sup> century organization. In this regards, (Heaphy and Dutton 2008:134), contend, “positive social interactions at work opens new research questions about how positive social interactions affect human capacity and how organizational contexts affect employee health and physiological resourcefulness”. Put differently, interpersonal relationships in the workplace have a telling effect on civil servants and the public sector functioning. For instance, interpersonal relationships can be used negatively to

spread false information about organizational leadership and activities which in turn weakens commitment, devotion and collective pursuit of organizational goals. (Lim and Cortina, 2005), in a study demonstrated the negative interface and impact of interpersonal mistreatment in the workplace (such as general incivility and sexual harassment). On public sector workers and public organizations, they concluded that interpersonal mistreatment do occur in organizations and where this is the case, employee well-being tend to decline with the addition of each type of mistreatment.

Negative interpersonal relationships in the workplace if it is not properly managed and handled by the parties involved and the human resource department could result to depression, anxiety, boredom, labour turnover, poor performance, physical restlessness, reduction in quality of life, and negative behavioural changes which impaired workers' performance. For instance, there are cases where poor interpersonal relationship because of poor management resulted in the death of the two parties involved. Some competent public servants have requested to be transferred to another ministry and sector because of the relationship between them and their colleagues went bad. Where this is the case, public organizations performance plummet. It is for these reasons and many others that we maintain that interpersonal relationships in the work place should be studied and taken seriously by organizational managers. Positive interpersonal relationships in the workplace should be fostered, encouraged and sustained. This can be done through building organizational and public sector mechanisms that support productive and positive interpersonal relationships in the workplace. For instance, organization that tend to value the inputs of their workers, appreciate their contributions through attractive reward packages, care for workers' general well-being, etc. will cultivate environment that will foster positive and productive interpersonal relationships between and among workers.

Otherwise, an organizational climate/environment that is secretive, sentimental, inconsiderate in handling worker's welfare will be encouraging negative interpersonal relationships among workers. Negative interpersonal relationships could constitute a stressor among workers. Workplace stress is counter-productive and is empirically associated with turnover, worker's absenteeism, increase in legal and medical bills, reduction in worker's performance and increase insurance premiums (Wallace et al, 2009). The cost of workplace stress (partly attributed to unhealthy interpersonal relationships) in term of financial lost has become alarming in recent times. For example, as far back as 2007, the estimated costs associated with workplace stress are put at \$300billion USD a year (Cynkar, 2007).

Interpersonal relationship in the workplace has become so important that it now constitute one of the benchmarks for "gauging" and evaluating a public sector worker for promotion in Nigeria. A public manager/supervisor assessing a staff for promotion is usually required to comment whether the relationship between the worker being assessed for promotion is cordial with his/her colleagues or not. This is recognition of the fact that the interpersonal relationship affects worker's performances in the organization. A cordial interpersonal relationship in the workplace has the potential of encouraging interpersonal helping behaviour, cooperation and sportsmanship among workers which in turn affect workers' and organizational productivity. (Choi, 2006), aptly observe that interpersonal perceptions and interactive dynamics built on trust involving coworkers in a department or work unit are most likely to affect the level of interpersonal helping demonstrated by group members. For example, a friendly and cordial interpersonal relationship between academic staff in a university set up could positively affect mentorship and build interpersonal helping attitude like borrowing of books to colleagues to prepare lectures and complete proposed research paper. In a public sector where politics seems to dominate actions and inactions of government and its institutions, interpersonal relationships could constitute a strong tool for influencing public resources during budgeting process and resource allocation. Organizational leaders that tend to maintain good interpersonal relationships with politicians occupying public offices tend to be favoured with projects and programmes when such decisions are made. Even within an organization, unit heads that tend to cultivate and maintain cordial interpersonal relationships with the management of the organization are likely to influence developmental programmes to the units and departments. Furthermore, presentations from such heads of departments and units are most likely to be approved and considered positively by the management of the organization. Understanding and possessing formal and informal communication skills and ability is fundamental in accomplishing units and organizational goals. In the light of this, (Edino and Agba 2015), have argued that the effectiveness of public agencies and establishments in the realization of their goals is partly dependent on the communication ability and skills of the operators of the system from the top to the least ranking officer. Similarly, (Naumovski, Dana, Pesakovic and Fidanoski, 2016:14), have succinctly argued that if good coordination and communication is put in place in an organization, it creates a basis for setting up a system where everyone performs his task to personal satisfaction, thus, contributes to the accomplishment of organizational goals. They further observe that

effective and good communication is no longer an alternative but a condition sine qua non for public organization” (p.4).

A Nigerian public manager and civil servant cannot discharge their responsibility of effective and efficient social service delivery without positive interpersonal relationships between themselves, and relevant organizations and host communities. Communication and interpersonal relationships are important aspect of managerial activities and are largely embedded in such managerial functions like POSDCORB - Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting presented and popularized by (Gulick and Urwick 1937). A public manager cannot effectively plan (setting of objectives and tactics of accomplishing the objectives set) without communication and some form of interpersonal relationships with co-workers.

The synergy between interpersonal relationships, communication and performance of workers and organizations in the private sector have also been studied. For instance, in a study of selected private organizations in Lagos State, Nigeria, (Femi 2014) discovered a positive relationship between effective communication and workers’ performance, commitment and productivity. Similarly, (Peter, 2014) studied the effect of interpersonal relationship on market performance of hotel industry in Nigeria. He remarked at the end of the study that interpersonal relationship is a fundamental assets and competitive weapon in the hotel industry, because it helps to elicit friendly interaction that facilitate commercial friendship, emotional attachment, customer retention and loyalty to the providers of service.

Even in public programmes/projects’ implementation, the nexus between interpersonal relationships and project executions and performance have been established by scholars. (Ling and Tran 2012), in an empirical study of public sector projects and programmes in Vietnam interrogated whether better interpersonal relationships affect project performance. The study discovered among others that high-quality interpersonal relationships among three actors (owners, contractors and consultants) in project teams account for positive project performance and outcome. Given this discovery, (Ling and Tran 2012) concluded their study by noting that:

*Good interpersonal relations are important and have an effect on performance of public projects in Vietnam. It is concluded that building, nurturing and maintaining good interpersonal relationships among project participants is important to achieve time and cost objectives of the project. Good relationship enables trust to be developed and firms can then opt for looser practices instead of cautious contracting, leading to good cost performance.*

Interpersonal relationships in the execution and management of public projects and programmes are inevitable because the job demands interaction and connectivity among team members and project participants who are required to carry out interdependent tasks (Landy and Rastegary, 1989) and responsibilities. The entire phase of the public project cycle is characterized by interpersonal relationships. The identification of a social problem needing government attention, the design of the programme of activities to address the problem, the mobilization of human and material resources to implement the project that has been designed, the impact evaluation of the project on targeted population is a network of interpersonal relationships involving divergent actors and stakeholders.

Interpersonal relationships in the workplace affects behavioural attitude of workers. For instance, in a study, (Proctor 2004), demonstrated that effective, bi-directional organizational communication between workers, their supervisors and management enhances attitudes and happiness which in turn affects job satisfaction in the enrollment services division of Southern Utah University. Interpersonal relationships can constitute a great potential in the hands of a foresighted leadership of a public and private organization. As (Nuttall 2010), puts it, good management is dealing fundamentally with harnessing, utilizing and optimizing interpersonal relationships in an organization. In emphasizing the importance of good interpersonal relationships in an organization, (Peters and Waterman 1982), advises organizational managers and leaders, thus, “Treat people as adults. Treat them as partners; treat them with dignity; treat them with respect. Treat them-not capital spending or automation - as the primary source of productivity gain.” In other words, human resources are productive organizational assets which can be motivated through good interpersonal relationships flowing from the leader and the lead.

Good and positive interpersonal relationships in the Nigerian public sector should therefore be encouraged by operators of the system. This is because, interpersonal relationships is a means for sharing informational resources and data fundamental in making key decisions in the sector. It is also a medium for motivating workers in the public sector through goal clarification, creating a sense of belonging among workers and addressing workers’ problems which in turn ensure commitment to organizational values, goals and means. Interpersonal relationships can be used to regulate and control the behaviour of workers and channel such behavioural change to the accomplishment of organizational goals and mission. This point is affirmed by (Bambacas and Patrickson 2008:51) when they wrote that, “Researches and professionals assume and investigations have confirmed that the way managers convey information

to their staff has consequences on the attitudes they develop towards the organization.”

Information and decisions are communicated and passed among workers and departments in the Nigerian Public sector by means of minutes on official letters, memos, reports, circular, posters and bulletins, government white paper, official letters and directives, notices and publications on national dailies. At the heart of those channels of communications in the public sectors lie interpersonal relationships among workers and departments.

### Improving Interpersonal Relationships in the Workplace:

Considering the place of interpersonal relationships in determining organizational and workers performances, the questions then is, how can we improve interpersonal relationships and interactions in the workplace to guarantee improved performance? This section attempts to address this question.

One way to boost interpersonal relationships for individual and organizational benefit is through developing workers' interpersonal communication skills. Training workers on how best to relate with one another within and outside the organization will go a long way in developing interpersonal skills that will enhance organizational commitment. Such training and development should focus on interpersonal skills like verbal communication skills by teaching workers to use polite and dignifying words when addressing people. Other interpersonal communication skills of workers to develop through training are listening skills, bargaining and negotiation skills, problem-solving ability and skills, written and non-verbal communication skills, decision and policy making skills, relational skills, assertiveness skills, teamwork skills; analytical and research skills, etc.

The impact of interpersonal relationship training has been studied in hospitality industry. For instance, (Garavan, 1997), discovered in a study that social skills training of an organization's front line workers may lead to improve quality of service. This is because as he maintain, training and development can be used to reinforce certain attitudinal changes, which in turn contribute to effective service delivery and attainment of organizational goals.

Within the competency theory dogma for effective performance of managers in organization, a set of the following managerial skills have been proposed (Hunt and Baruch, 2003); (Davis et al, 1996): administrative skills, communication skills, interpersonal skills, leadership skills and motivational skills. The assumption here is that the right application and combination of these skills in the work environment makes for a successful manager. In other words, possessing these skills and applying these skills is key to organizational success and effectiveness. As (Drucker 1993) has argue, a knowledge employee is a

fundamental resource and asset in a knowledge based society and organization. This implies that training and development, research and learning opportunities and policies are integral component of effective and successful organizations anywhere in the world. This places demands on management of public and private organization to engage and retain qualify workers, build and sustain their capacity, create room for innovation and growth. In this regard, (Ho 2008), observe, qualified employee is vital component of organizational success and effective method for continuously enhancing workers' competence is urgently needed.

Peaceful and cordial interpersonal relationships are fundamental in recording success and high performance in public and private organizations. In fact, God commands us in Hebrews chapter 12 verse 14 and 15 to:

*Follow peace with all men, and holiness, without which no man shall see the LORD: Looking diligently lest any man fail of the grace of God; lest any root of bitterness spring up trouble you, and thereby many be defiled.*

Knowing therefore the importance of good interpersonal relationship in organization and workers performance, the following are some of the ways of improving interpersonal relationships in the workplace;

- i. Regular and effective interaction among coworkers which can be achieved through departmental platforms, social media, phone calls, email interaction, etc.
- ii. Frequent and friendly meetings between managers/supervisor/team leaders and team/group members (subordinate staff or departmental staff). This might assist in closing interpersonal gaps where they exists.
- iii. Attendance to ceremonies of colleagues. This can be matched with financial assistance and moral support in ceremonies organized by colleagues like child-dedication, weddings, etc.
- (iv). Honouring invitations of colleagues to programmes and showing concern when a fellow-worker is in need.
- (v). Create and maintain open door policy as this will go a long way in building trust, respect and affection among staff.
- (vi). Learn to consult and involve others in decision-making especially those that affect them. In other words, do not be a “one- man manager” who does not consult with colleagues for advice.
- (vii). Be objective and show understanding when interacting and discussing with co-workers.
- (viii). Avoid suspicious meetings, discussions and side-comments that can cause dissatisfactions among colleagues.
- (ix). Resolve conflicts and misunderstanding amicably without insisting on win-win attitude in such resolution meetings.

(x) Live a life of integrity, respect the views of others and be a good listener.

(Patricia, 2015), recommends managerial intervention as a means of improving interpersonal relationships in workplaces. According to her, management interventions may serve as a tool for promoting friendships at work, by introducing and initiating social activities within and outside the organization.

### **Public Sector Performance in Nigeria: Learning from the Balance Scorecard Model and EFQM Excellence Model:**

Taking a look at the balanced scorecard model developed by (Robert Kaplan and David Norton 1996) and the EFQM excellence model, this section examples other factors, (a part from interpersonal relationships) that may affect the performance of the Nigerian public sector.

Studies on enhancing the strategic performance of the Nigerian public sector has been on the increase because of the strategic role of the sector in the socio-economic development of the country (Akinola & Wissink, 2017); (Okeke-Uzodike & Chilakunye, 2014); (Inua & Maduabum, 2014); (Onah, Agba & Agba, 2009); (Agba, Ushie, Agba, 2009). Essentially, with regards to performance, the Nigerian public sector is come to be associated with inefficiency, poor social service delivery, lack of vision and direction, corruption and beriberization; unproductive reform measures and poor orientation and commitment to the sectoral goals. Thus, advancing prescriptive models and approaches to improve the performance of workers and the public sector is a step in the right direction.

The Balance Scorecard as a performance management model can be readily applied to the Nigerian public sector. The model sees organizations as operating in a competitive and complex environment and offers four perspectives (customer or client perspective; financial perspective, internal processes perspective and learning and growth perspective) as essential indicators for measuring and managing their performance (Kaplan and Norton, 1996); (Ivanoc and Avasilic, 2014); (Agba, 2018). The first perspective of the model view customers (or the citizens in the case of the public sector) as essential in the stability and continuous existence of organizations. For example, the taxes of the citizens are used to sustain public organizations. Thus. Public managers and operators of the public sector should strive to satisfy the needs of the masses to ensure their continuous commitment to their civic duty of paying taxes and other levies. Understanding what the customers need in terms of service quality, costs and projected values are essential in the public sector performance.

Important in the balanced scorecard model is the financial operations and activities of the organization. The model emphasises the need to adopt effective

ways of attracting productive financial resources to the organization and investing them wisely for the mutual benefit of the citizens and the country. Furthermore, understanding the internal processes of the public sector is germane in facilitating the goal achievement of the sector. This implies that the rules and regulations that govern the internal processes of the public sector should be well understood by public servants. This can be done through training and carrying out orientation programmes aimed at keeping the public servants well informed of public sector ethics and regulations. Hence, the emphasis of the model in learning and growth as a mechanism for improving performance of organizations and driving other perspectives (customer, financial and internal processes) to accomplish the expected results.

The Balance Scorecard Model and EFQM Excellence Model are both performance related templates highlighting areas that organizational managers should focus in the course of performing their job. For instance, the European Foundation for Quality Management (EFQM) Model of Excellence focuses on team effort, collaborative efforts and sharing of vital information among stakeholders and organizations. The model sees these measures as constituting some of the essentials for improving performance and ensuring organizational stability. For the model, organizations need to networks and share stories of success for learning and adaptability purposes. In the model, leadership, people, strategic partnerships and resources are essential elements in producing expected results that touches people satisfactions about the products and services of the organization. The model also highlighted the following eight fundamental concepts of excellence: managing with agility; leading with vision, inspiration and integrity, succeeding through the talent of people; sustaining outstanding results; adding value for customers, creating a sustainable future; developing organizational capability and harnessing creativity and innovation (EFQM, 2017); (Agba, 2018); (Paghaleh, 2011), (Wongrassamee, Gardiner and Simmons, 2003).

### **Concluding Remarks:**

The paper has demonstrated that positive interpersonal relationships though fundamental in influencing organizational and workers' performance, it is not a sufficient means of guaranteeing holistic performance in the Nigerian public sector. Thus to stimulate high organizational and workers' performances, cordial interpersonal relationships in the workplace should be encouraged but this should be combined with proven performance drivers (PPDs) emphasised by the EFQM model of Excellence and the balanced score and model. This means performance is a multidisciplinary concept involving highly interrelated processes, activities and management actions.

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