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EMPLOYEES' MULTI-TASKING CAPACITIES AND ORGANISATIONAL PERFORMANCE: THE NIGERIAN EXPERIENCE

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ABSTRACT
The investigation delved into the correlation between employees' capacity for handling multiple tasks simultaneously and the overall performance of the organization. A total of 97 managers and supervisors from fifteen randomly selected deposit money banks in Rivers State constituted the sample for this study. Employing a quasi-experimental research design, the study utilized a cross-sectional survey method for data collection. Analysis of the gathered data was conducted using the Statistical Package for Social Sciences (SPSS) Version 25, employing structural equation modeling (SEM) via the AMOS package. The study uncovered a notable and statistically significant correlation between employees' ability to handle multiple tasks and the organizational performance metrics. Specifically, a positive and significant association was observed between simultaneous task management and the indicators of organizational performance, namely output and cost minimization. Similarly, the study identified a positive and significant relationship between mental multitasking and the organizational performance metrics, including output and cost minimization. Drawing from these outcomes, the study concludes that the multi-tasking capabilities of employees significantly contribute to enhancing organizational performance within the Nigerian banking sector. Specifically, simultaneous task management and mental multitasking emerged as pivotal factors in augmenting both output and cost-minimization efforts within the Nigerian banking landscape. The theoretical and managerial implications stemming from these findings were thoroughly examined and discussed, shedding light on the potential ramifications for organizational theory and management practices within the Nigerian banking industry.

Keywords: Multi-tasking Capacity, Organizational Performance, Simultaneous Tasking, Mental Juggling, Output, Cost Minimization, Deposit Money Banks, Nigeria.

Introduction

CONTEXT OF THE PROBLEM

Organizations are constantly in search of strategies to improve their performance. Organizational performance is the essence of the existence of any enterprise (Rylkova, 2015). Performance, however, is quite a broad and ambiguous concept because of its subjective nature. Thus, an organization's objectives are often assessed, and they usually vary from one company to another (Juliana & Maria, 2016). Nevertheless, the concept is often associated with realising

economic or financial goals and satisfying customers' needs (Rylkova, 2015). Managers began to understand that an organization is successful if it accomplishes its goals effectively and uses its minimum resources efficiently.

Managers and pertinent stakeholders of enterprises are perpetually striving for the amelioration of the organization's performance owing to its pivotal role in the organizational realm. Augmented firm performance not only enhances the remuneration of its workforce but also curtails employee turnover, elevates the standard of living for personnel by ensuring and enhancing income security, furnishes superior quality products to customers, and fosters the establishment of environmentally sustainable production facilities (Erasmus, 2008). Furthermore, heightened profitability translates to increased future investments, thereby engendering job opportunities and bolstering individuals' income. Empirical evidence further attests that with the enhanced performance of an organization, expansion and development of the enterprise are assured, safeguarding the future of employees, augmenting and securing shareholder returns on investment, ensuring sustained collaboration with suppliers, and augmenting tax revenues while bolstering GDP growth for the national economy.

The paramount objective of all managerial endeavors is to attain maximal performance and productivity at minimal expenditure. One strategy to achieve this goal is by augmenting the volume of tasks accomplished by an employee within a stipulated timeframe; in essence, leveraging multi-tasking to heighten performance and productivity. Pairdon and Kaufmann (2010) delineated multi-tasking as the concurrent engagement in two or more tasks. Multi-tasking holds significance as it directly impacts workplace performance and output. If heightened performance is the sought-after outcome, then the adoption of multi-tasking methodologies should be embraced to optimize it. Nonetheless, certain scholars have underscored various adverse effects of multi-tasking within organizations, encompassing cognitive overload, elevated error rates, psychological strain, and burnout. Within the organizational milieu, multi-tasking is purported to hamper productivity owing to interruptions and the time required to regain focus. Nevertheless, scholars advocate that judiciously managed implementation of multi-tasking confers numerous advantages upon organizations. When practiced and managed astutely, multi-tasking can enhance work efficiency and efficacy (Kraushaar & Novak, 2010; Dindar & Akbulut, 2016). According to Kapadia and Melwani (2020), multi-tasking augments creativity by instigating activation and cognitive flexibility in tandem. Lazear and Gibbs (2014) posit that multi-tasking proves advantageous when workers possess skills conducive to the completion of several related or interconnected tasks, facilitating on-the-job training and diminishing transaction costs.

In light of the enormous concerns to improve the organisation's performance for different stakeholders, a lot of empirical works have advanced theorizing and postulating different approaches and models in their diverse scholarships on how to enhance or improve the organisation's performances. These postulations and models include, but are not limited to, privatization and liberalization (Keynes, 1936 and Sueyosi, 1998), Productivity Measure (Madden & Savage, 1999; Giokas & Pentzararopoulos, 2000; Rushdi, 2000, 2002; Lam & Lam, 2005), Labor Factor Productivity and Enhancement (Lam and Lam, 2005, Calabrese, Campisi and Mancuso, 2002), and Pricing (Uri, 2000, 2002).

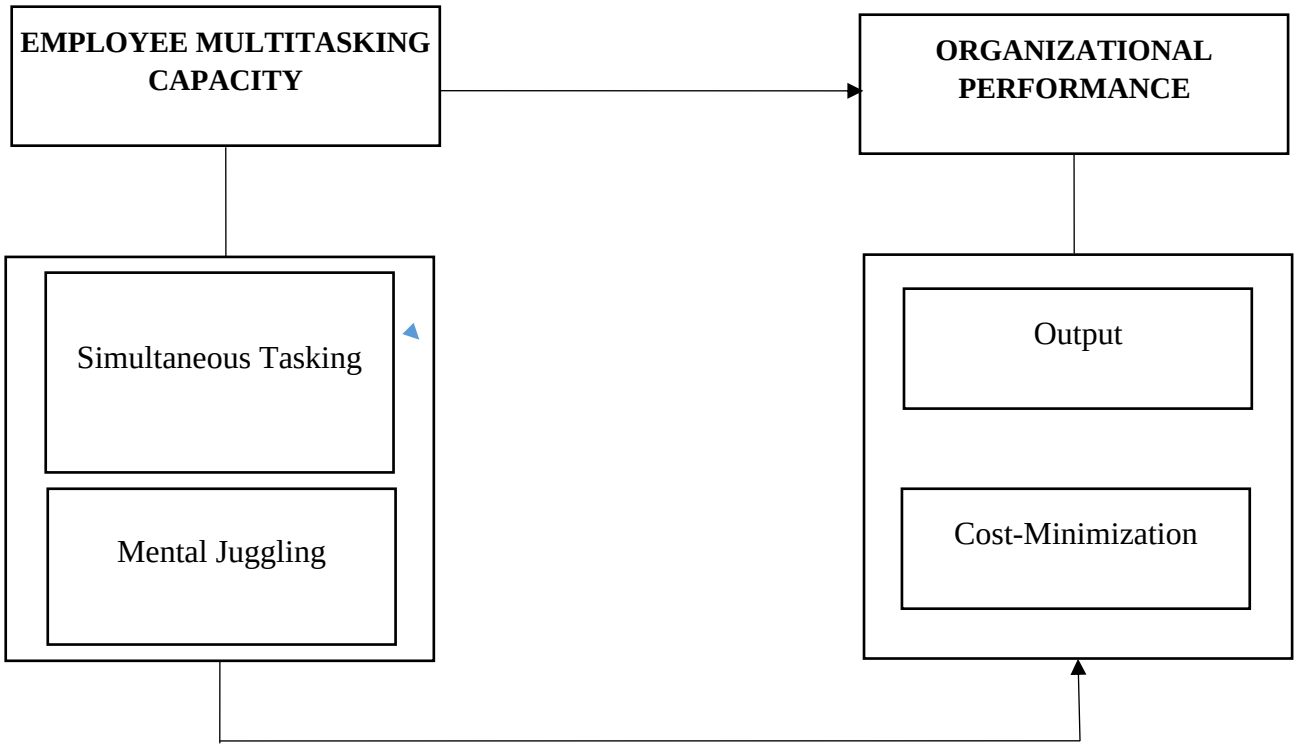
Based on the literature examined so far, we are inclined to believe that the scholars' interest in improved performance has been restricted to privatization and liberalization, productivity measures, labour productivity, and pricing. Others who have examined multi-tasking differently were more concerned about the negative impact, including cognitive overload, a high risk of error, and psychological burnout. However, some scholars either overlooked these negative aspects or were not assertive in their views on its positivity. Thus, these differing views have necessitated this study.

Given the plethora of research work evident in the management literature on our subject matter, it is obvious that there is no single generally accepted effective model established that captures the one best approach for improving the performance of an organization. At best, different scholars or their different scholarship make different propositions or prescriptions on improving the performance of the organization based on their standpoint or background of study. This probably explains the volume of literature on the subject matter (Berger and Patti, 2006). These studies and existing literature did not consider multi-tasking as a factor, nor did they provide any empirical knowledge on the role of multi-tasking in improving the performance of the organization, yet employees' multi-task in the discharge of their work role. The closest attempt to this is evident in the studies by Rekart (2011); Konig et al. (2005); Paridon and Kaufmann (2010); Schottner (2012); Logies, Trawley and Law (2011) where the issues examined were not within the context of the bank, nor the same work setting and environmental circumstance.

Fundamentally, this study is designed to establish a more conclusive and confident standpoint grounded in empirical data concerning the correlation between multitasking and organizational performance within deposit money banks in Nigeria. Despite the escalation of human multitasking in contemporary times, its implications on both individual and organizational performance remain ambiguous. Diverging from numerous prior studies, our aim is to address the recognized void in the existing literature by probing into the association between employees' multitasking abilities and organizational performance specifically within deposit money banks in Nigeria.

Conceptual Framework

Figure 1 below presents the conceptual framework for this study. The dimensions of employee multitasking capacity and measures of organizational performance were adapted from Capdeferro, Romero, and Barberà (2014). The dependent variable in this study is organizational performance, which is measured using output and cost minimization.



Source: Conceptualized by the Researchers

Fig. 1: Conceptual framework showing the hypothesized relationship between employees' multi-tasking capacities and organizational performance.

REVIEW OF RELATED LITERATURE

THEORETICAL FRAMEWORK

The systems theory is believed to have its roots in economics, engineering, and biology. Its core focus lies in elucidating how interconnections can be generalized across diverse organizational frameworks to comprehend the organization's rapport with its surroundings (Amagoh, 2008; Onday, 2016). Initially proposed by Ludwig von Bertanlanffy in 1940, the concept of General Systems Theory (GST) primarily delves into the operational mechanisms of systems. It assimilates with other systems by identifying common patterns and processes (Amagoh, 2008; Kebaya et al., 2015). Systems can be categorized as either open or closed.

Applying the dichotomy of closed and open systems to social organizations poses challenges, as most exhibit partial openness and partial closure (Itkin and Nagy, 2014). The systems theory underscores the significance of boundaries, the environment, feedback, and adaptive responses. However, this emphasis implies that management serves as the central control hub, which can be a limitation, as it overestimates a management team member's ability to command events and actions (Beeson & Davis, 2000). Informed by systems theory, managers are advised to concentrate on the role played by each organizational component rather than addressing them in isolation. This approach underscores both interpersonal and group behavioral dynamics, fostering a culture of cooperation (Hannagan & Bennett, 2008).

From a systems theory perspective, an organization is perceived as a social system comprising individuals who collaborate within a structured framework. They draw resources, personnel,

and finances from their environment and subsequently contribute back to that environment through the products or services they provide (Brenes et al., 2008).

EMPLOYEES' MULTI-TASKING CAPACITY

An essential trait of an ideal employee lies in their ability to multitask, which involves handling multiple tasks simultaneously. This increasing demand for multitasking among employees is primarily influenced by two factors: firstly, the complexity and volatility of the environment we operate in, which is becoming progressively intricate and, in some sectors, hypercompetitive. Secondly, the rapid advancements in modern technologies, mobile applications, and social media compel employees to acquire new skills. Consequently, multitasking has become pervasive in educational institutions, among students, and in the business sphere due to the demands of contemporary work environments (Courage, Bakhtiar, Fitzpatrick, Kenny, and Brandeau, 2015).

Carrier, Rosen, Cheever, and Lim (2015) contend that multitasking is virtually ubiquitous, representing a significant phenomenon observed in present-day organizations. Explored from various scientific perspectives, particularly in management and psychology, multitasking manifests in diverse forms, creating intricate structures with multiple causes and effects. At its core, multitasking involves simultaneously carrying out two or more tasks, each with distinct objectives (Carrier et al., 2015). While concentration is crucial for effective task execution, the human mind possesses the capability to handle multiple tasks concurrently (Ong and Gupta, 2016). However, transitioning between tasks efficiently proves challenging, necessitating effective time management. Consequently, it's crucial to identify and mitigate factors that impede concentration and multitasking efficiency. Nonetheless, there's ongoing debate in management literature regarding the merits and drawbacks of multitasking. Proponents argue that multitasking enhances efficiency and productivity, especially in hypercompetitive environments, by bolstering flexibility, output, and learning capabilities (Vveinhardt and Sroka, 2022), particularly prevalent among younger generations (Sparrow, Liu, and Wegner, 2011; Lui and Wong, 2012; Mattarelli, Bertolotti, and Incerti, 2015). Conversely, opponents posit that human information processing systems have limited capacities, leading to errors, heightened stress, reduced productivity, and poorer performance (Rosen, 2008; Bowman, Levine, Wait, and Gendron, 2010). Despite the divergent views, individual differences in effective multitasking persist due to the varied and complex nature of tasks, activities, and interpersonal dynamics (Pollard & Courage, 2017).

Moreover, multitasking is not universally beneficial. Certain forms, like searching the internet during phone conversations to address raised queries, can be advantageous. Additionally, as technological skills expand, individuals tend to take on more tasks, further entrenching themselves in the multitasking trap (Vveinhardt and Sroka, 2022). Multitasking fosters loyalty to employers by augmenting the sense of responsibility for organizational activities, enabling employees to accomplish multiple objectives and engage in diverse activities simultaneously. However, it's essential to acknowledge that multitasking comes with costs, particularly for those who engage in it extensively. Ophir, Nass, and Wagner (2009) observed that frequent multitaskers experience higher cognitive switching costs between activities compared to occasional multitaskers. Individuals prone to impulsivity are more inclined to multitask, driven

by a heightened sensitivity to rewards and a reduced fear of failure (Sanbonmatsu et al., 2013), indicative of lower sensitivity to losses.

Simultaneous Tasking

The phenomenon of Simultaneous Multi-tasking, also known as Parallel Strategy, occurs when tasks coincide or exhibit perfect temporal overlap. Achieving true parallel multi-tasking is challenging due to the inherent difficulty of simultaneously attending to multiple activities, often resulting in continuous switching of attention among different tasks. However, the definition of simultaneous multi-tasking varies depending on the time frame considered; tasks occurring within the workday or workweek are deemed simultaneous. This dimension of multi-tasking has been extensively explored concerning external interruptions and the impact of notification systems (McCrickard et al., 2003a, 2003b; McFarlane, 2002; McFarlane & Latorella, 2002; Oulasvirta and Saariluoma, 2004, 2006; Trafton et al., 2003). Interruptions typically have a detrimental effect on performance, particularly when a secondary task disrupts the primary task, necessitating additional time and effort to resume the primary task, ultimately leading to performance degradation (Oulasvirta and Saariluoma, 2004, 2006; Bailey and Konstan, 2006).

Subsequently, numerous studies have investigated the disruptive effects of interruptions, revealing that increased complexity in interrupting tasks prolongs resumption times (Hodgetts and Jones, 2006) and reduces primary task accuracy (Gillie & Broadbent, 1989). Cades and colleagues demonstrated that interruption complexity, characterized by the number of mental operations required to complete a task, diminishes rehearsal opportunities in the primary task, heightening interruption disruptiveness (Cades et al., 2007, 2010). Immediate interruptions, as identified by McFarlane (2002), are particularly detrimental to performance compared to negotiated, mediated, or scheduled interruptions. Forced interruptions during tasks disrupt thought processes and task control, leading to performance deterioration (Altmann & Trafton, 2002).

Contrarily, Bogunovich and Salvucci (2011) introduced the concept of cognitive load interruptibility, proposing that forced interruptions are less disruptive when cognitive load is low. Task difficulty, a key determinant of cognitive load, influences interruptions' impact, with complex tasks impeding users' cognitive abilities and task performance (Gillie & Broadbent, 1989). Notably, interruptions can either enhance or impede performance depending on task complexity. For instance, while interruptions may aid performance on simple tasks, they detrimentally affect complex tasks, disrupting concentration and yielding negative outcomes (Altmann & Trafton, 2002; Speier et al., 2003).

Mental Juggling

Mental juggling involves managing multiple tasks simultaneously or voluntarily interrupting a current task to pursue another. Jin and Dabbish (2009) identified seven categories of internal interruptions that prompt task switching, including adjustment, break, routine, wait, inquiry, trigger, and recollection. People may switch tasks due to fatigue, habit, or the need for information, among other reasons. Research on psychology has also explored mental juggling, with studies revealing that people switch tasks when tasks become unrewarding or when sub-

goals are completed (Payne et al., 2007). Individuals tend to switch tasks at low cognitive load points, minimizing the disruptive effects of interruptions (Bogunovich & Salvucci, 2011; Bailey & Iqbal, 2008).

While complex tasks pose challenges for task resumption, task difficulty influences task selection, order of execution, and task interleaving, with individuals strategically allocating attention to maximize performance outcomes (Yeung, 2010; Duggan et al., 2013; Janssen & Brumby, 2010; Janssen et al., 2011).

ORGANIZATIONAL PERFORMANCE

The measurement of organizational performance ensures effective resource utilization to attain corporate objectives (George, 2017). Abdel-Maksoud, Asada, and Nakagawa (2008) characterized it as a crucial yardstick for evaluating organizational activities and their context. Bescos and Cauvin (2004) construed it as the tangible outcomes or achievements of a venture juxtaposed with its intended results. Organizational performance, in the context of its goals and objectives, delineates a firm's actual accomplishments versus its intended targets (Almatrooshi et al., 2016). It stands as a linchpin for sustained business prosperity. Singh, Darwish, and Potocnik (2016) asserted that organizational performance constitutes a pivotal variable in business and management research, spanning across domains such as human resources, marketing, operations management, international business, strategy, and information systems.

The essence of organizational performance embodies a portrayal of the degree of realization of organizational tasks in line with its goals, mission, and vision (Bastian, 2001). Pasolong (2007) introduced another interpretation, framing organizational performance as the collective work accomplished by employees or groups within an organization, anchored by their delegated authority and responsibility to fulfill the organization's objectives within legal and ethical boundaries. Daft (2003) posited organizational performance as the effective and efficient utilization of available resources to accomplish tasks. The evaluation of organizational performance centers on three primary outcomes: shareholder value performance, financial performance, and market performance (Frannk & Farricker, 2022). Continuous organizational development hinges on the alignment of organizational performance with the individual performance of team members operating at the organizational level. In literature, performance denotes "the extent to which an organization attains its goals as a social system utilizing specific resources and methods" (Tannenbaum & Schmidt, 2009; Horga, 2012).

Contrarily, Richard, Devinney, Yip, and Johnson (2009) contended that organizational performance revolves around three core facets: shareholder expectations and economic value; financial performance and investment; and production capability. Bibhuti (2008) cited in Salau, Adeniji, and Oyewunmi (2014) expounded that organizational performance epitomizes a firm's capacity to accomplish its objectives through facets such as employee retention, comprehensive management styles, internal motivation, heightened commitment, job satisfaction, and career advancement opportunities, all of which significantly influence organizational success. Studies indicate that enterprise performance correlates with the effective and efficient utilization of enterprise resources (Robbins, Judge, and Sanghi, 2009), implying that businesses must render services promptly with minimal resource expenditure. In the context of this study, the identified dimensions of organizational performance encompass output and cost reduction.

Output

Output improvement has been a common trend in most industries in recent decades. Output defines the total goods and services produced within a given period. It is the quantity of items a firm produces within a defined period. The firm is defined to perform better or grow if there exists a steady growth in the quantity of goods produced within a defined time. This is an indicator or determinant of organizational performance and growth. The manifestation of this in a firm shows the effective and efficient engagement of all factor inputs and their optimal operation and the continued patronage of the company's goods, which indicates product appeal and guaranteed revenue and profit.

Cost Minimization

In business, economics, industry, manufacturing, enterprise, and related domains, cost reduction holds paramount importance (Samuelson, 1947, as cited in Mohajan, 2022). It constitutes both a financial tactic and an economic instrument aimed at diminishing product expenses within an enterprise. This endeavor enables the enterprise to maximize profits across its entire operations. Cost minimization strategies do not advocate for compromising product quality through the utilization of low-cost materials but instead prioritize ongoing alignment with customer requirements (Carter, 2001; Mohajan et al., 2012; Wiese, 2021). Roy et al. (2021) emphasized that enterprises judiciously opt for diverse raw materials to curtail production expenses. In an era of global economic competition, ensuring enterprise sustainability is imperative, and cost reduction stands as one of the premier strategies. Employing sensitivity analysis aids enterprises in making informed decisions regarding the optimal allocation of resources such as capital, labor, key raw materials, and other inputs (Mohajan, 2018b, 2021a).

EMPIRICAL REVIEW: RELATIONSHIP BETWEEN EMPLOYEE MULTI-TASKING CAPACITY AND ORGANIZATIONAL PERFORMANCE

In a survey involving 995 employees from private sector entities in Poland (N = 500) and Lithuania (N = 495), Vveinhardt and Sroka (2022) explored the determinants of employee procrastination and multi-tasking in the workplace, attributing these behaviors primarily to either personal attributes or managerial shortcomings. The study revealed a moderate correlation between procrastination and multi-tasking across both countries, shedding light on the organizational implications of these phenomena. While procrastination is conventionally analyzed through psychological lenses, the study underscores the role of mismanagement in fostering procrastinatory tendencies. Similarly, the examination of multi-tasking in the study elucidates its prevalence not as a voluntary choice but often as a coping mechanism due to organizational inefficiencies. The study's significance lies in its novel data offering insights into the dynamics of multi-tasking and procrastination within Lithuanian and Polish organizations, thereby enriching existing literature and advocating for more adaptable work structures conducive to understanding and mitigating these behaviors.

Edeh and Dialoke (2020) investigated the impact of human resource planning on organizational performance in 15 hotels in Ebonyi State, Nigeria, involving managers, supervisors, and front

desk officers. The study identified several dimensions of human resource planning, including adequate funding, competence, age, and cultural background, as positively influencing organizational performance. Their findings emphasize the importance for HR managers to consider financial capabilities, as well as the age, competency, and cultural diversity of prospective employees during the planning phase.

Bashir (2022) delved into various facets of organizational operations such as strategic planning, structural design, business processes, workplace culture, employee performance management, and staff development. The paper introduced the concept of organizational performance leadership, advocating for a holistic approach encapsulated in the 6Ps framework: Plan, Parts, Processes, Place, Performance, and People. Bashir proposed that the effective execution of this framework, overseen by organizational leadership, could significantly contribute to an organization's success.

Adler and Benbunan-Fich (2015) explored the impact of task difficulty and multi-tasking on performance, conducting an experiment with 636 subjects assigned to discretionary, mandatory, or sequential multi-tasking conditions. The study revealed that when the primary task was challenging, enforced multi-tasking led to significantly lower performance compared to discretionary multi-tasking or no multi-tasking. Conversely, in less challenging tasks, enforced multi-tasking resulted in higher performance compared to discretionary multi-tasking or no multi-tasking.

Johnson and Smith (2020)conducted a study on Multitasking at work: A review of empirical research on its effects on organizational performance. **Journal of Applied Psychology, 105**(8), 987–1005. This meta-analytic study examined the relationship between employees' multitasking capacities and organizational performance across various industries in the United States. Using a comprehensive review of existing literature, the authors found that while multitasking can increase individual productivity, it often leads to decreased overall organizational performance due to errors, decreased quality of work, and increased stress levels.

Chen and Liu (2019) evaluated the impact of employees' multitasking on organizational performance: Evidence from the IT industry in China. This quantitative study investigated the effects of employees' multitasking behaviors on organizational performance in the IT industry of China. Employing a survey-based research design, the authors collected data from 300 employees and their supervisors. The findings revealed a negative relationship between multitasking and organizational performance, suggesting that employees who engage in frequent multitasking activities tend to experience decreased efficiency and effectiveness in their work.

Park and Lee (2018) looked into Multitasking capacities and organizational performance. Focusing on the telecommunications industry in South Korea, this qualitative case study explored the impact of employees' multitasking capacities on organizational performance. Through in-depth interviews with managers and employees, supplemented by organizational performance metrics, the authors found that excessive multitasking among employees led to decreased job satisfaction, increased turnover rates, and lower overall organizational performance.

Garcia and Perez (2017) investigated Multitasking capabilities and organizational performance

in the service industry. The cross-sectional study was conducted in Spain to examine the relationship between employees' multitasking capabilities and organizational performance in the service industry. Utilizing survey data from 200 employees across various service organizations, the authors employed regression analysis to assess the impact of multitasking on organizational performance. The results indicated a negative association between multitasking and organizational performance, highlighting the importance of managing employees' multitasking behaviors effectively.

Wang and Zhang (2016) conducted a study on Multitasking behaviors and organizational performance: This longitudinal study conducted in the finance industry of Australia investigated the long-term effects of multitasking behaviors on organizational performance. Using data collected from 500 employees over a two-year period, the authors employed structural equation modeling to analyze the relationships between multitasking, job satisfaction, and organizational performance. The findings revealed that employees who engaged in high levels of multitasking experienced decreased job satisfaction and lower organizational performance over time.

Organizations are commonly perceived as entities driven by objectives and goals, with success and failure measured against various metrics such as profits, market share, and productivity (James and Robert in Yamsin, 2012). Owen, Ron, Will, and Robert (2001) identified three main impediments to sustaining high performance: misalignment between organizational strategy and market requirements, incongruence between desired behavior and marketplace demands, and inadequate organizational systems and processes to support strategic objectives. The ramifications of multi-tasking on employees, such as heightened stress levels and potential burnout, are significant concerns for organizational productivity and employee well-being. Age-sensitive components of multi-tasking ability may further compound these challenges, necessitating a reevaluation of employee training and selection processes by management.

To augment organizational effectiveness via employee multi-tasking, this research aims to explore whether the multi-tasking capacity of employees correlates with the enhanced performance of deposit money banks, particularly in Rivers State. Drawing insights from the existing literature concerning the metrics and aspects of the criteria and predictive variables under scrutiny in this study, the following hypotheses were formulated to steer the statistical analysis:

Ho1: There exists no noteworthy correlation between simultaneous task execution and the operational outcomes of deposit money banks in Rivers State.

Ho2: There exists no noteworthy correlation between simultaneous task execution and cost reduction within deposit money banks in Rivers State.

Ho3: There exists no noteworthy correlation between mental juggling and the operational outcomes of deposit money banks in Rivers State. Ho4: There exists no noteworthy correlation between mental juggling and cost reduction within deposit money banks in Rivers State.

RESEARCH METHODS

Sampling Procedure: Employing a descriptive and cross-sectional survey approach, this study targeted a total of twenty banks. Fifteen banks were selected for inclusion in the study using the simple random sampling technique, chosen for their representation of both traditional and

modern banks. From the pool of management staff within these fifteen banks, respondents were randomly chosen based on convenience. Since the focus of the study is at the organizational level, all inquiries and investigations were directed towards the management staff. The selection of banks was influenced by the extent of market control they hold over various products and services. The choice of banks was determined through a judgmental sampling approach, considering factors such as accessibility and convenience. Table 1 below outlines the distribution of questionnaires among the selected banks.

Table 1: Distribution of Bank Managers and Supervisors

S/No.	Bank Name	Number of Branches	Number of Managers and Supervisors
1	Access Bank of Nigeria Plc.	3	7
2	Diamond Bank Plc.	2	9
3	Ecobank of Nigeria Plc.	3	10
4	Fidelity Bank Plc.	3	8
5	First Bank of Nigeria Plc.	4	12
6	Guaranty Trust Bank of Nigeria Plc.	3	10
7	Heritage Bank Plc.	1	4
8	Polaris Bank Plc.	3	6
9	Stanbic-IBTC Bank Plc.	3	10
10	Sterling Bank Plc.	2	9
11	United Bank for Africa	4	12
12	Unity Bank Plc.	2	6
13	Union Bank of Nigeria Plc.	2	9
14	Wema Bank Plc.	1	6
15	Zenith Bank of Nigeria Plc.	4	10
	Total	**40**	**128**

Source: *Researcher's Field Survey, 2023.*

Operational Metrics of Variables: The independent variable in this investigation is the multitasking capability of employees, encompassing simultaneous task execution and mental juggling as its dimensions. Conversely, the dependent variable is organizational efficacy, gauged through output and cost optimization.

Data Analysis Approach: The amassed data underwent analysis employing Structural Equation Modeling (SEM) given the study's nature and the structure of its hypotheses. The criteria for

validation and significance testing were set at a confidence level of 95%. Descriptive statistics, encompassing mean and standard deviation, were utilized to delineate the attributes of the variables under scrutiny using Statistical Package for Social Sciences (SPSS) version 25. Inferential statistics were applied through SEM, encompassing both measurement and structural models. The measurement model is predicated on the common factor model (Thurstone, as referenced in Dimitris, George, Malvina, and Demosthenes 2017). SEM was chosen as the primary statistical technique to scrutinize the hypothetical model due to the following justifications:

(1) Ordinal data obtained through Likert-type scales and featuring large sample sizes often exhibit a distribution that approximates normality (Hoyle, 2012). Altman and Bland (1995) illustrated that when samples encompass numerous observations, researchers might overlook the data's nature and resort to methodologies like SEM.

The investigation entails concurrent analyses of multiple interactions (Sarkar et al., 2001) among the facets of multitasking capability and organizational effectiveness. Gefen, Straub, and Boudreau (2000) contend that SEM empowers researchers to address interconnected research inquiries through a singular, systematic, and comprehensive analysis by simultaneously modeling the relationships among independent and dependent constructs.

Furthermore, this study utilized AMOS (Analysis of Moment Structures), a widely recognized specialized SEM software package (Byrne, 2001; 2010; 2012). AMOS software was selected due to its user-friendly graphical interface, clear model representation, and additional benefits such as robust bootstrapping capabilities (Tabachnick & Fidell, 2007; Bagozzi & Yi, 2012).

Table 2: Reliability of Research Instrument

VARIABLES	DIMENSIONS/MEASURES	NUMBER OF ITEMS	ALPHA COEFFICIENT
Independent: Employees' Multi-tasking Capacity	-Simultaneous tasking (External Interruption)	5	0.78
	-Mental juggling (Self-Interruption)	5	0.93
Dependent: Organizational Performance	-Output	5	0.71
	-Cost Minimization	5	0.84

Source: SPSS OUTPUT (2023)

As depicted in table 2 previously, the alpha coefficients for the autonomous factor (multi-tasking capabilities) and its facets (simultaneous tasking and cognitive juggling correspondingly), along with the reliant factor (Organizational performance) and its assessments (productivity and expense reduction) span from 0.71 to 0.93, signifying that the survey tool possesses satisfactory reliability.

RESEARCH RESULTS

Table 3: Number of Questionnaire Distributed and Retrieved

Activities	Number of Occurrences	Percentage of Occurrences
Copies of Questionnaire Distributed/Administered	97	100
Copies of Questionnaire Returned	93	96
Copies of Questionnaire Not Returned	4	4
Copies of Questionnaire Completed But Mutilated	1	1
Copies of Questionnaire Completed And Usable	92	95

Source: Field Work

Illustrated in table 3 above, out of a total of ninety-seven (97) questionnaires distributed, ninety-three (93) copies (representing 96%) were returned, four (4) copies (representing 4%) remained unreturned due to respondents' incapacity to complete them, and one (1) copy (representing 1%) was discarded due to damage. Thus, a total of 92 copies (representing 95%) of usable questionnaires were gathered and utilized for the analysis.
Assessment Models This segment scrutinizes the correlation between the facets of the predictor factor (employee multi-tasking capacity) and the evaluation factor (organizational performance) metrics, forming the aim of the study. A total of six null (hypotheses one to six) pairwise correlations are examined in this section utilizing Structural Equation Modeling (SEM). The Structural Equation Modeling was employed to scrutinize hypotheses, utilizing a reflective and recursive model methodology to forecast the reliant variable. Convergent validity was established according to the subsequent thresholds: Standardized factor loadings >3.0 (Brown, 2014), Average Variance Extracted >0.5, and Composite reliability > 0.5 (Fornell & Larcker, 1981). Discriminant validity was evaluated based on the guideline that "the square root of the average variance extracted must surpass its correlations with all other constructs" (Fornell & Larcker, 1981).

Table 4: Measurement Model Analysis of Simultaneous Tasking

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Simultaneous Tasking	(2df) =4.49, p>0.000	0.98	0.95	0.98	0.62	SM 1	0.77	0.30

	SM 2	0.70	0.20
	SM 3	0.72	0.22
	SM 4	0.67	0.27
	SM 5	0.81	0.36

Source: Amos 24.0 output on research data, 2023.

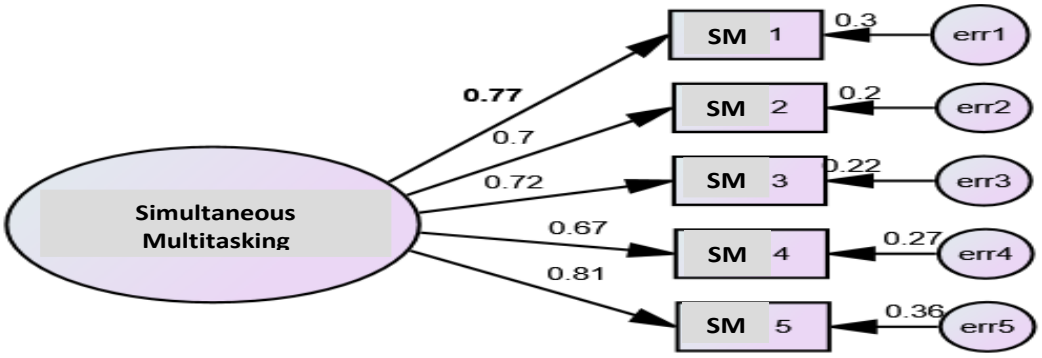


Fig 2: Measurement Model of Simultaneous Tasking

Demonstrated in Table 4 and Figure 2 above, each indicator of simultaneous tasking (one aspect of employee multi-tasking capability) exhibits appropriate loading (> 0.50), suggesting their favorable impact on the variable. This suggests that the participants have displayed a robust indication of the significance of this variable in the investigation.

Table 5: Measurement Model Analysis of Mental Juggling

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Mental juggling	(35df) =242, p>0.000	1.0	0.59	1.0	0.14	MJ 1	0.58	0.35
						MJ 2	0.65	0.44
						MJ 3	0.86	0.51
						MJ 4	0.69	0.36
						MJ 5	0.71	0.27

Source: Amos 24.0 output on research data, 2023

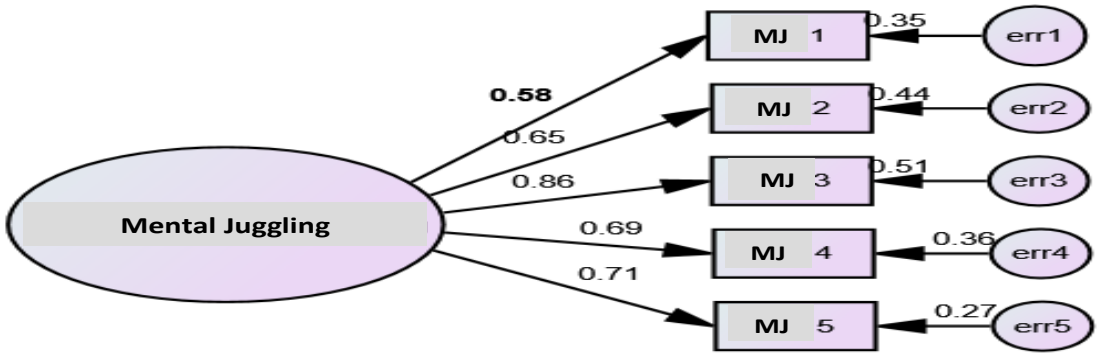


Figure 3: Measurement Model of Mental Juggling

As shown in Table 5 and Figure 3 above, all indicators of mental juggling (a dimension of employee multi-tasking capacity) are loaded properly (> 0.50), indicating that they are positive contributors to the variable. This means the respondents have shown a strong indication of the prominence of this variable in the study.

Table 6: Measurement Model Analysis of Output

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Output	(5df) =29.8, p>0.000	0.92	0.87	0.94	0.12	OT 1	0.63	0.28
						OT 2	0.59	0.37
						OT 3	0.73	0.48
						OT 4	0.79	0.24
						OT 5	0.64	0.39

Source: Amos 24.0 output on research data, 2023

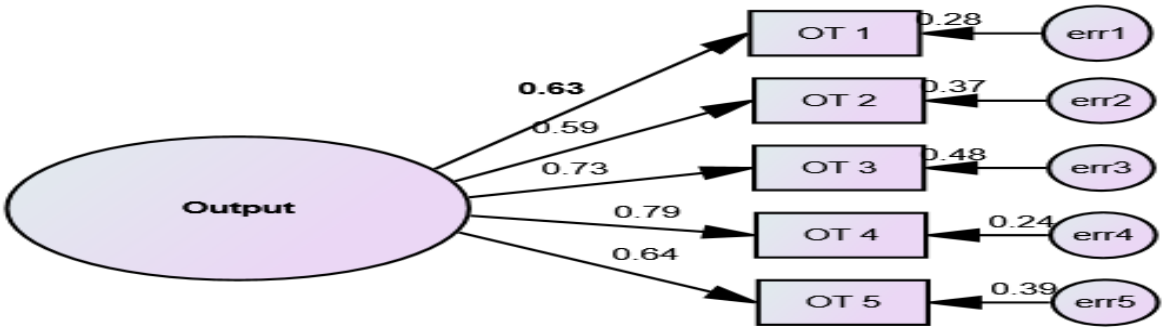


Figure 4: Measurement Model of Output

As shown in Table 6 and Figure 4 above, all output indicators (a measure of organizational performance) are loaded properly (> 0.50), indicating that they are positive contributors to the

variable. This means the respondents have shown a strong indication of the prominence of this variable in the study.

Table 7: Measurement Model Analysis of Cost Minimization

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Cost Minimization	(33df) =231, p>0.000	0.80	0.72	0.82	0.15	CM 1	0.54	0.26
						CM 2	0.67	0.21
						CM 3	0.62	0.33
						CM 4	0.59	0.22
						CM 5	0.61	0.19

Source: Amos 24.0 output on research data, 2023

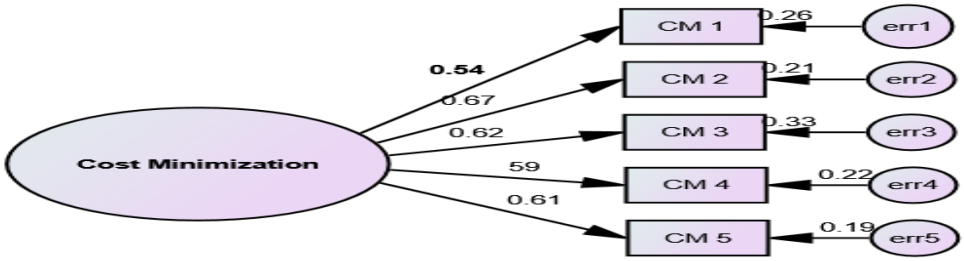


Figure 5: Measurement Model of Cost Minimization

As shown in Table 7 and Figure 5 above, all indicators of cost minimization (a measure of organizational performance) are loaded properly (> 0.50) and indicate that they are positive contributors to the variable. This means the respondents have shown a strong indication of the prominence of this variable in the study.

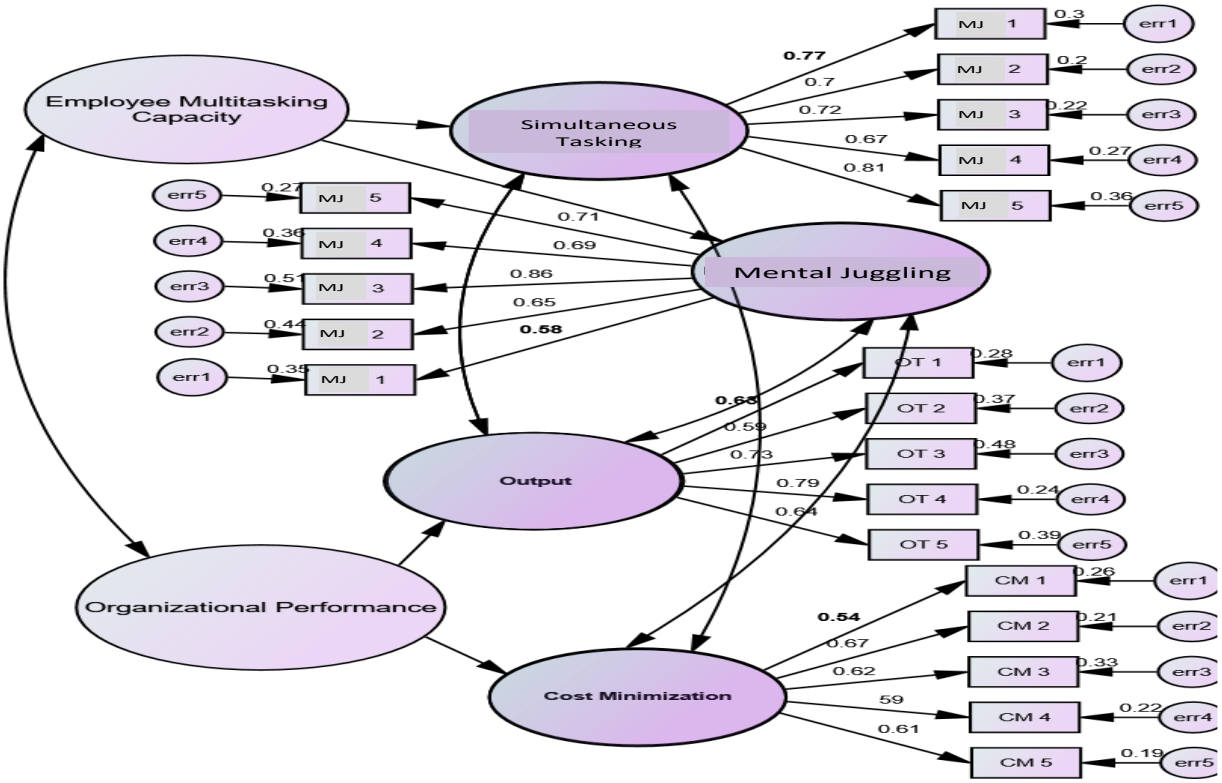


Figure 6: Structural Model

Hypotheses Testing

This section proceeds to test the research hypotheses.

Table 8: Results of Standardized and Unstandardized Regression Estimate of The Model.

S/N	Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
1.	X →Y (Hypothesis 1)	Simultaneous tasking	0.49	0.86	0.11	2.31	0.000	Not Supported
2.	X →Y (Hypothesis 2)	Mental juggling	0.56	0.83	0.32	3.20	0.000	Not Supported
3.	X →Y (Hypothesis 3)	Output	0.58	0.80	0.15	4.12	0.000	Not Supported
4.	X →Y (Hypothesis 4)	Cost Minimization	0.61	0.89	0.18	3.22	0.000	Not Supported

Source: Amos 24.0 Output on Research Data, 2023

Hypothesis One

H_{01}: *There is no significant relationship between simultaneous tasking and the output of Deposit Money Banks in Nigeria.*

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X →Y (Hypothesis 1)	Simultaneous tasking and Output	0.49	0.86	0.11	2.31	0.000	Not Supported

The primary hypothesis (H01) explored the connection between concurrent task engagement and the productivity of deposit money institutions in Nigeria. As displayed in Table 8 above, the data analysis outcome unveiled that β=0.49, r=0.86, and p = 0.000. Following the decision criteria stipulating acceptance of the null hypothesis if β<0.3, r<0.7, and p > 0.05, or rejection of the null hypothesis if β>0.3, r>0.7, and p < 0.05), we consequently reject the null hypothesis and endorse the alternative form. This outcome suggests a remarkably robust positive and substantial correlation between simultaneous tasking and the productivity of deposit money institutions in Nigeria (β=0.49>0.3, r=0.86 >0.7, and p = 0.000 < 0.05). H01. is not upheld. Therefore, based on this discovery, we infer that simultaneous tasking significantly amplifies the organizational output of deposit money institutions in Nigeria.

Hypothesis Two Ho2: There exists no noteworthy association between simultaneous tasking and the economization of Deposit Money Banks in Nigeria.

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X →Y (Hypothesis 2)	Simultaneous tasking and Cost Minimization	0.56	0.83	0.32	3.20	0.000	Not Supported

The second hypothesis (H02) aimed to explore the connection between concurrent task engagement and expense reduction in deposit money institutions in Nigeria. As displayed in Table 8 above, the data analysis outcome unveiled that β=0.56, r=0.83, and p = 0.000. Following the decision criteria stipulating acceptance of the null hypothesis if β<0.3, r<0.7, and p > 0.05; or rejection of the null hypothesis if β>0.3, r>0.7, and p < 0.05), we consequently reject the null hypothesis and endorse the alternative form. This outcome suggests a remarkably robust positive and substantial correlation between simultaneous tasking and cost minimization of deposit money institutions in Nigeria (β=0.56 >0.3, r=0.83 >0.7, and p = 0.000 < 0.05). H02. is not upheld. Based on this discovery, we infer that simultaneous tasking significantly contributes to enhancing cost-minimization endeavors of deposit money institutions in Nigeria.

Hypothesis Three Ho3: There exists no noteworthy association between mental juggling and the productivity of Deposit Money Banks in Nigeria.

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X →Y (Hypothesis 3)	Mental Juggling and Output	0.58	0.80	0.15	4.12	0.000	Not Supported

The third hypothesis (H03) aimed to explore the connection between cognitive maneuvering and the productivity of deposit money institutions in Nigeria. As indicated in Table 8 above, the data analysis outcome revealed that β=0.58, r=0.80, and p = 0.000. Following the decision criteria which dictate acceptance of the null hypothesis if β<0.3, r<0.7, and p > 0.05; or rejection of the null hypothesis if β>0.3, r>0.7, and p < 0.05), we thus reject the null hypothesis and embrace the alternative form. This outcome highlights a notably strong positive and substantial correlation between mental juggling and the productivity of deposit money institutions in Nigeria (β=0.58 >0.3, r=0.80 >0.7, and p = 0.000 < 0.05). H03. is not upheld. Based on this discovery, we infer that cognitive maneuvering significantly contributes to enhancing the organizational output of deposit money institutions in Nigeria.

Hypothesis Four Ho4: There exists no significant association between cognitive maneuvering and cost minimization of Deposit Money Banks in Rivers State.

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X →Y (Hypothesis 4)	Mental Juggling and Cost-Minimization	0.61	0.89	0.18	3.22	0.000	Not Supported

Rephrase the following to beat plagiarism check and make sure to maintain keywords and in-text citations

Do not summarize (adhere strictly)

No three words in a sentence should remain the same, use synonyms in exchange to communicate authors line of thought

'The fourth hypothesis (H_{04}) sought to examine the association between mental juggling and cost minimization in deposit money banks in Nigeria. As shown in Table 8 above, the result of data analysis revealed that β=0.61, r=0.89 and p = 0.000. Based on the decision criteria which states that we should accept the null hypothesis if β<0.3, r<0.7 and p > 0.05; or reject the null hypothesis if β>0.3, r>0.7 and p < 0.05), we therefore reject the null hypothesis and accept the alternate form. This result indicates that there is a very strong positive and significant correlation between mental juggling and cost minimization of deposit money banks in Nigeria (β=0.61>0.3, r=0.89 >0.7, and p = 0.000 < 0.05). $H_{04.}$ is not supported. Based on this finding, we conclude that mental juggling plays a significant role in enhancing cost-minimization efforts of deposit money banks in Nigeria.

Table 9: Summary of the Results/Findings and Decisions

S/N	Hypotheses	Outcome	Extent of Relationship	Remark
H_{O1}	There is no significant relationship between simultaneous tasking and the output of Deposit Money Banks in Nigeria.	β = 0.49, r = 0.86 p = 0.000	Strong and Positive Relationship	Not Supported
H_{O2}	There is no significant relationship between simultaneous tasking and cost-minimization of Deposit Money Banks in Nigeria.	β = 0.56, r = 0.83 p = 0.000	Strong and Positive Relationship	Not Supported
H_{O3}	There is no significant relationship between	β = 0.58,	Strong and	Not

	mental juggling and the output of Deposit Money Banks in Nigeria.	r = 0.80 p = 0.000	Positive Relationship	Supported
H_{O4}	There is no significant relationship between mental juggling and cost minimization of Deposit Money Banks in Nigeria.	β = 0.61, r = 0.89 p = 0.000.	Strong and Positive Relationship	Not Supported

DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Enterprises are consistently exploring strategies to enhance their efficacy, with organizational performance serving as the cornerstone of their existence. Given the perpetual pursuit of this objective, numerous scholarly endeavors have proposed various models and theories to achieve this goal, yielding mixed results. As organizations strive for efficiency, this study takes a novel approach by investigating how employees' multitasking abilities, inherent in their daily routines, can be harnessed within the organizational context to bolster performance. Contrasting routine multitasking in daily life, this study delves into how this skill can be leveraged in the workplace to enhance performance. To contextualize the study, multitasking capacity was assessed through simultaneous tasking and cognitive maneuvering, while organizational performance was gauged by output and cost optimization. Four null hypotheses derived from existing literature were formulated to guide the study. Through a comprehensive analysis employing structural equation modeling via the AMOS software package, several insights were gleaned, prompting recommendations for further action.

Simultaneous Engagement and Organizational Effectiveness (Production and Cost-Efficiency) in Nigerian Deposit Money Banks

The initial and subsequent conjectures aimed to explore the correlation between simultaneous engagement and the gauges of organizational effectiveness (specifically, production and cost efficiency) in Nigerian Deposit Money Banks. These findings uncovered a significant and positive association between simultaneous engagement and the chosen metrics of organizational effectiveness (namely, production and cost efficiency) in Nigerian Deposit Money Banks. Consequently, we deduce that simultaneous engagement markedly amplifies the organizational effectiveness by augmenting both production output and cost efficiency endeavors of Nigerian Deposit Money Banks. This observation contradicts prior research findings, which contended that divided attention impedes optimal work performance, with workers toggling between tasks taking 50% more time than when tackled sequentially (Gendreau, 2007). The inefficiency exacerbates with task complexity, which escalates with hierarchical ascent within organizations. Another study on relational contracts, multitasking, and job design posited that task fragmentation is more frequently preferred over assigning all tasks to a single agent (Schottner, 2007).

Cognitive Balancing and Organizational Efficiency (Productivity and Cost Control) in Nigerian Deposit Money Banks

The third and fourth hypotheses scrutinized the interrelation between cognitive balancing and the metrics of organizational efficiency (i.e., productivity and cost control) in Nigerian Deposit Money Banks. These findings unveiled a substantial and affirmative correlation between cognitive balancing and the designated metrics of organizational efficiency examined in this

study (i.e., productivity and cost control, respectively) in Nigerian Deposit Money Banks. Building upon these insights, we infer that cognitive balancing significantly enriches organizational efficiency by heightening both productivity and cost control efforts in Nigerian Deposit Money Banks. This observation aligns with earlier research by Paridon and Kaufmann (2010), suggesting that multitasking is a trainable strategy. Tasks that can be automated and require minimal attention post-practice can be concurrently executed with other tasks (Paridon & Kaufmann, 2010). Multitasking hinges on an individual's capacity to concentrate and allocate attention effectively. Although multitasking remains inherent, its integration into management practices can facilitate organizational restructuring and adaptability to evolving cultures.

A comprehensive grasp of the correlation and impact of multitasking on organizational and individual performance facilitates the refinement of work organization and managerial approaches to achieve optimal outcomes, particularly in light of modern workplace dynamics. Given the outlined findings and conclusions regarding the nexus between Employees' Multitasking Capacity and Organizational Effectiveness in Nigerian Deposit Money Banks, this study proffers the following recommendations:

1. For deposit banks to optimize output and achieve cost efficiency, routine tasks should be concurrently executed when time constraints are absent.
2. Organizations should embrace cognitive balancing for creative tasks, emphasizing singular task focus to enhance performance.

To improve overall performance, the managers in deposit money banks need to employ simultaneous tasking for simple tasks and mental juggling for important tasks. This will help them improve both organizational output and cost minimization, which in turn improves overall organizational performance.

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