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International Journal of Business and Entrepreneurship Research

ISSN: 2360-989X | Volume 13, Issue 1 | February to May 2020

Published by
Africa Research Corps Network (ARCN)
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www.arcnjournals.org

Africa Research Corps, 172 Jose Marti Crescent, Abuja, Nigeria

In Association With

International Academic Journal for Global Research

995 Memorial Boulevard Lakeland Florida, U.S.A.

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Information Security and Organizational Efficiency of Deposit Money Banks in Port Harcourt, Rivers State, Nigeria

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Abstract: *This research examined the relationship between information security and organizational efficiency in selected Banks in Port Harcourt Rivers State. Confidentiality was conceptualized as the dimension of the independent variable while reliability and profitability were used as measures of the dependent variable while the study had technology as moderating variable. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of the study was 120 employees of 5 selected banks in Port Harcourt. A sample of 92 respondents was calculated using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical technique. The findings of the study revealed that a significant relationship between information security and organization efficiency of deposit money banks in Port Harcourt. Therefore, the study recommends that the banks in Port Harcourt, Rives State should enforce proper Information security in banks in Port Harcourt Rivers State.*

Keywords: *Information Security, Organizational Efficiency*

INTRODUCTION

Information is an essential component of organizational efficiency assets, securing the information system implies securing the assets of that organization (Bjorck, 2001). The competitive nature of businesses necessitated the proper security of organizational efficiency information or database, loosing vital information to the competitors or thief can result to total collapse of the organization. The increase in knowledge and Information Technology and its numerous users (both good and bad) of information system has been one of the major problems operating business on the internet despite its numerous advantages (Schlienger & Teufel, 2003).

The world today is a global village that has necessitated movement of businesses towards the internet, as they are now referred to as internet driven business. The benefit of operating on

the internet greatly outweighs the local and manual process, but one attack can totally destroy all the days harvest, that is why it is necessary to be conscious of every given situation when you are online, this called for information security. On the internet several computers are linked together, so that different database, companies, people are in constant communication with one another, so there is different behaviour and interest (good and bad) or intension, most Information Technology experts are not to improve productivity but their aim of learning is for criminal activities like the hackers. Whatever venture man go into, the greater the risk, the higher the benefit, the only solution in achieving these great benefit is how the security of information be properly enforced. Information security is a way of solving the problems of business operating online (Kruger & Kearney, 2006). Information security answered the question of business online and need to be a continued process as a result of new hijackers and new competitors. Different researcher has defined information in different concept as follows; Information is an intellectual property of an organization, it constitutes a decision process or a comprehensive decision reach by the management of the organization stored in the database of the organization (Shaw, 2010). In the banking sector, it is the unit of financial transaction, this includes the customers' name, phone number, address, account name, account number, value or amount deposited in the bank, account type and other necessary documents that will separate one person or customers from the other.

Globally, the Banking industry has undergone significant changes as a result of Information Technology and Communication (ITC). This has transformed the industry in countless ways over the past 30 years. The emergence of digital technology trends such as cloud computing, social media, big data, technology outsourcing and mobility has driven the innovativeness in operations and customer service in the Banking institutions. These trends are touted to solving the challenges of the 21st Century Bank, handling the increasing complexities of business while satisfying the customers need for convenience and to abide by increasingly complex regulatory rules. Successful Banking institutions are customer focused. The adoption of digital and mobile technology by consumers has raised the expectations to an always available, real-time, on-line customer experience across all service channels.

Today, banks are often faced with operational risk because of the high Information Technology level of these criminal, they want to force into the database of the organization, therefore there is need for improvement on the security measure to ensure people's assets are save and the business will continue to do well. Information security should be able to keep track of the sources of or possible area through which the unauthorized may plan to attack. In this respect information security is proactive, it should not allow the crime to happen but should be able to prevent it from happening.

According to Singh (2009) secured information must obey basic and sensitive properties called the triad of information security; one of which is Information confidentiality. Confidentiality is the term used to prevent the disclosure of information to unauthorized individuals or systems. For example, a credit card transaction on the Internet requires the credit card number to be transmitted from the buyer to the merchant and from the merchant to a transaction processing network. The system attempts to enforce confidentiality by encrypting the card number during transmission, by limiting the places where it might appear (in databases, log files, backups, printed receipts, and so on), and by restricting access to the places where it is stored. If an unauthorized party obtains the card number in any way, a breach of confidentiality has occurred. Confidentiality is necessary (but not sufficient) for maintaining the

privacy of the people whose personal information is stored in the database of the organization (Xuemei, Yan & Lixing, 2009).

One major way to measure organizational efficiency is to measure performance targets (evaluation the performance of the organization), this set the pace for effectiveness and impact metrics, it does not assume the aspects of security operation of specific level of performance (like reducing the number of virus infected computers, decreasing the amount of easy-to-guess passwords.). Its concern with organizational information security performance goals and objectives, it is expressed in the form of high level policies and requirements. Existing laws, regulations and best practices. Haven understood the basic concept of information security (Information Security Tried), this study would measure effectiveness on the level of Information security of confidentiality.

This study was guided by the following research questions:

- i. Does information confidentiality enhance organizational efficiency in selected Banks in Port Harcourt, Rivers State?
- ii. To what extent does Information integrity enhance organizational efficiency in selected Banks in Port Harcourt, Rivers State?

LITERATURE REVIEW

Theoretical Foundation

The theoretical foundation of this research is embedded in the system theory. Systems theory was introduced by biologist Lvon Bertalanffy in the 1930s as a modeling devise that accommodates the interrelationships and overlap between separate disciplines. The reality is that when scientists and philosophers first tried to explain how things worked in the universe, there were no separate disciplines. There were simply questions to be answered. But as we started understanding more and more, the sciences broke down into chemistry, physics, biology, and then biophysics, biochemistry, physical chemistry, etc. so that related components of a problem were investigated in isolation from one another. The Systems Theory introduced by Lvon Bertalanffy reminds us of the value of integration of parts of a problem. Problems cannot be solved as well if they are considered in isolation from interrelated components. An enormous advantage systems analysts have in knowing the definitions of systems theory is that they present us with ideal guidelines for our initial familiarization with a new problem, which of course is a new system. A system is a set of related components that work together in a particular environment to perform whatever functions are required to achieve the system's objective. Information security is classified into part of a system that human, and machine interact to achieve a definite objective.

Information Security

In general, security is “the quality or state of being secured from unauthorised users of the information system, or to be free from danger (Xuemei, Yan & Lixing,2009). It is the protection of organizational assets (digital asset) against adversaries, from those who would do harm, intentionally or otherwise. For example it is the objective of the National security of a state to

protect its citizenry from any external attack or harm (Mathisen 2010). The security department protects the sovereignty of a state, its assets, its resources, and its people. Achieving the appropriate level of security for an organization also requires a multifaceted system, the software, the hardware and the user cooperative to achieve the same goal (Bazzina, 2006). For an information system to be successful, the following multiple layers of security is put in place to protect its operations:

- Physical security, to protect physical items, objects, or areas from unauthorized access and misuse
- Personnel security, to protect the individual or group of individuals who are authorized to access the organization and its operations
- Operations security, to protect the details of a particular operation or series of activities
- Communications security, to protect communications media, technology, and content
- Network security, to protect networking components, connections, and contents
- Information security, to protect the confidentiality, integrity and availability of information assets, whether in storage, processing, or transmission. It is achieved via the application of policy, education, training and awareness, and technology.

Information Confidentiality

The development of a computer system borrowed its knowledge from the human behaviour, confidentiality does not mean the denied of access, but the right person having access to the right information. Confidentiality is upheld when the assurance of accuracy and reliability of information and systems is provided and unauthorized modification is prevented (Oscarson, 2003). Some information is more sensitive and requires a higher level of confidentiality. Control mechanisms need to be in place to dictate who can access data and what the user can do with it once they have accessed it. These activities need to be controlled, audited and monitored (Kraus 2010). For example, financial information (record), criminal records, source code of programme (the source code of programmes are the procedure and process written by the programmer), trade secrets and military tactical plans can be termed confidential, they can only be access by the right users. Various security mechanisms that provide confidentiality are encryption, logical and physical access controls, transmission protocols, database views and controlled traffic flow. Confidentiality can also counteract identity theft where one individual misrepresents himself as another, usually for fraudulent financial gain. Thus confidentiality of data or systems covers the processes, policies and controls employed to protect information of the system and the institution against unauthorized access or use (Kraus 2010).

Organizational Efficiency

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency.

According to Pinprayong and Siengthai (2012) there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input

and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community. Excellent organizational efficiency could improve entities performance in terms of management, productivity, quality and profitability. The Pinprayong and Siengthai (2012) introduced seven dimensions, for the measurement of organizational efficiency:

- Organizational strategy
- Corporate structure design;
- Management and business system building;
- Development of corporate and employee styles;
- Motivation of staff commitment;
- Development of employee's skills;
- Subordinate goals.

Effectiveness and efficiency are exclusive, yet, at the same time, they influence each other; therefore it is important for management to assure the success in both areas. Pinprayong and Siengthai (2012) suggest that ROA is a suitable measure of overall company performance, since it reveals how profitable organizations assets are in generating revenues

Organizational performance = effectiveness x efficiency;

$$\therefore \text{Efficiency} = \frac{\text{Organizational performance}}{\text{Effectiveness}}$$

Total asset turnover ratio measures the ability of a company to use its assets to efficiently generate sales; therefore it can be treated as efficiency. Profit margin ratio is an indicator of a company's pricing strategies and how well it controls the costs, also it is a good measure for benchmarking purposes; therefore it could be treated as effectiveness. As a result, overall performance can be measured by quantifying the efficiency and the effectiveness.

Efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010). It is important to understand that efficiency doesn't mean that the organization is achieving excellent performance in the market, although it reveals its operational excellence in the source of utilization process.

In much of the open literature over the last four decades, efficiency has typically been defined using data envelope analysis, subset of firms within an industry which have the "best" output-to-input ratios (i.e., best productivity) define a data frontier, as exemplified by the dashed green line.

Organizations can be managed effectively, yet, due to the poor operational management, the entity will be performing inefficiently (Karlaftis, 2004). Inefficient and ineffective organization is set for an expensive failure. In such case there is no proper resources allocation policy and there is no organizational perspective of their future. Organization has leadership issues, high employee turnover rate and no clear vision where the organization will be standing tomorrow. If the organization is able to manage its resources effectively, yet it does not realize its long term goals, it will bankrupt slowly. This strategy is cost efficient but it is not innovative and creates no value. Management has no clear customer oriented policy set in place, which leads to constant focus on efficiency. Such organization uses all its efforts to implement strict resource allocation policy, which translates into strict staff cost control, training cost reduction or even elimination. These actions lead to low morale of the organization high turnover rate of the

employees and low customer satisfaction. Efficient but ineffective organization cannot be competitive and it will bankrupt eventually

Information Security and Banks Profitability

In today's business environment, information systems (ISs) are an absolute necessity in order for companies to attain strategic goals and improve organizational profitability (Jeong & Stylianou, 2010). The United States (U.S.) Department of Commerce, National Institute of Standards and Technology (NIST) defines IS as a set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination or disposition of information. There are costs associated with managing IS including security, storage, and retrieval therefore ongoing IS investments are required (Kendall & Kendall, 2008). Investments refer to expenditures to acquire property, equipment or other capital assets intended to produce revenue or to an investment of effort and time on the part of an individual who wants to reap profits from the success of his labor (Siegel & Shim, 2010). IS investments have dramatically affected the U.S. banking industry (Howell & Wei, 2010). The U.S. banking industry was one of the first to adopt Internet technologies and innovate with online brokerage, banking, and mortgage lending (Zhu, Kraemer, Xu & Dedrick, 2004). At the time of their introduction online banking services, commonly referred to as electronic or ebanking services, were primarily developed and implemented by banks to integrate older IS banking operations with newer information technologies such as the Internet in order to deliver innovative online banking services to customers (Liao & Wong, 2008).

Over time information systems and technologies have transformed the structure of banking transactions and fundamentally altered the way banks conduct business since less physical money is used on a daily basis and instead, financial transactions are increasingly conducted virtually through a combination of devices ranging from e-banking servers and public and private networks to personal computers (PCs) and smart phones (Howell & Wei, 2010). Financial institutions around the globe know they must proactively work to protect customer data and transactions as well as their own IS assets (Ifinedo, 2008). To ensure a secure e-banking environment, rigorous measures must be implemented including the restriction of unauthorized access, the control of allowable transactions, and the protection of online data, which are all required (Liao & Wong, 2008). Implementing protective measures intended to detect and prevent security breaches, guard against vulnerabilities, and manage online attacks create new cost items in IS budgets (Anderson & Choobineh, 2008). IS security is no longer just good business practice, it is also a legal obligation (Smedinghoff, 2007). The banking industry is one of the most highly regulated industries in the U.S. with approximately 4,000 federal, state, and local laws as well as regulations that must be followed when managing electronic records (Burns & Peterson, 2010). Laws and regulations impose requirements on IS business practices, products, as well as services to achieve goals such as privacy, safety, and accessibility (Breux, Anton, Boucher, & Dorfman, 2009).

Firms that comply with regulatory requirements generally experience improvements in IS security and, thereby, reduce their risk posture. NIST defines IS security as the protection of information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality. Further, IS security is a dynamic process that must be proactively managed for an organization to effectively identify and respond to new system threats and vulnerabilities. These activities ensure that profit is generated

because of the reduction in risk that would have cost the banks in huge amount of money(Gant, 2009).

From the foregoing point of view the study hypothesized that:

- H₀₁:** Information confidentiality does not significantly influence reliability of deposit money banks in Port Harcourt, Rivers State.
- H₀₂:** Information confidentiality does not significantly influence profitability of deposit money banks in Port Harcourt, Rivers State.

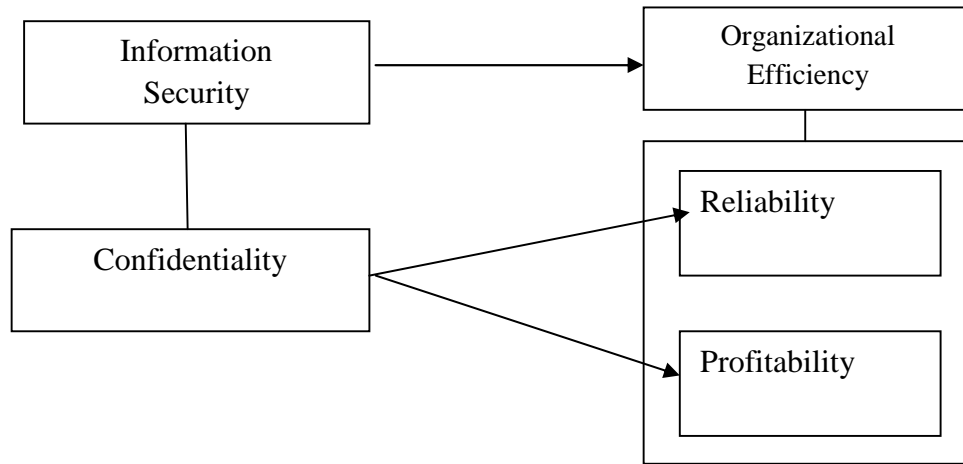


Figure 1: Conceptual framework depicting information security and organizational efficiency

Source: Researcher’s Conceptualization, 2018.

METHODOLOGY

The study used a cross-sectional design. The population of this study consists of one hundred and twenty (120) respondent randomly selected from the five banks in Port Harcourt, Rivers State. The respondent comprises of management staff, senior staff, and junior staff of the five selected banks. The sample size for the study therefore was 92. The sampling technique applied in selecting a sample in this study was the purposive sampling in which every member has an equal chance of being selected. Descriptive statistics and Spearman Rank Order Correlation Coefficient for data analysis and hypothesis testing with the help of the SPSS version 23 package.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman Rank (ρ) to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting

the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1 Relationship between Confidentiality and Reliability

		Confidentiality	Reliability
Spearman's rho	Confidentiality	Correlation Coefficient	1.000
		Sig. (2-tailed)	.398**
		N	.000
	Reliability	Correlation Coefficient	80
		Sig. (2-tailed)	80
		N	.000
		Correlation Coefficient	.398**
		Sig. (2-tailed)	1.000
		N	.000
		N	80
		N	80

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

Source: Research Data 2018, (SPSS output version 23.0)

Table 1 shows the Spearman's correlation coefficient; $r = 0.388^{**}$, indicating a weak positive relationship between Confidentiality and Reliability of banks in Rivers State. The result is statistically significant with Probability Value (PV) = $0.000 < 0.05$ at 95% Level of Freedom. Therefore, increasing the level of Confidentiality will also increase reliability of banks in Rivers State.

Decision Rule:

Reject H_{01} : Accept H_{A1} :

H_{A1} : There is a positive relationship between Confidentiality and Reliability of banks in Rivers State

Table 2: Relationship between Confidentiality and Profitability

		Confidentiality	Profitability
Spearman's rho	Confidentiality	Correlation Coefficient	1.000
		Sig. (2-tailed)	.423**
		N	.000
	Profitability	Correlation Coefficient	80
		Sig. (2-tailed)	80
		N	.000
		Correlation Coefficient	.423**
		Sig. (2-tailed)	1.000
		N	.000
		N	80
		N	80

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

Source: Research survey, 2018

Table 2 shows the Spearman's correlation coefficient; $r = 0.423^{**}$, indicating a weak positive relationship between Confidentiality and Profitability of banks in Rivers State. The result is statistically significant with Probability Value (PV) = $0.000 < 0.05$ at 95% Level of Freedom.

Therefore, increasing the level of Confidentiality will also increase Profitability of banks in Rivers State.

Decision Rule:

Reject H_{02} : Accept H_{A2} :

H_{A2} : There is a positive relationship between Confidentiality and Profitability of banks in Rivers State

DISCUSSION OF FINDINGS

The findings of this research shows that there is a positive relationship between Information Security and Organizational Efficiency of Banks in Rivers State. This support the work of Mathisen (2010) that Information Security is the protection of organizational assets (digital asset) against adversaries, from those who would do harm and also by Bazzina (2006) that achieving the appropriate level of security for an organization also requires a multifaceted system, the software, the hardware and the user cooperative to achieve the same goal.

According to Oscarson (2003) Confidentiality is upheld when the assurance of accuracy and reliability of information and system is provided and unauthorized modification is prevented. This means that for banks to make profit, financial information needs to be keep confidential. This means that the confidentiality of data or system covers the processes, policies, and control employed to protect information the system and the institution against unauthorized access as stated by Kraus (2010).

CONCLUSION AND RECOMMENDATION

The descriptive statistics, bivariate relationship and the multivariate relationship, the results obtained were adequate considering the tools that was use in the process of analysis. The reliability study also shows that that the dimension were adequate and for the study. The statistical analysis results were all above the criterion mean of 2.50 for a four point Likert scale and the Spearman's Correlation Coefficient were all positively correlated. Base on the analysis, we therefore conclude that Confidentiality is adequate to increase Organizational Efficiency (Reliability and Profitability). The researcher has shown that Information Security enhances Organizational Efficiency of Banks in Rivers State. Increasing Information Security with the aid of Technology will also increase Organizational Efficiency which is Reliability and Profitability.

Based on the findings obtained from summary of discussion and empirical findings the following recommendations are made:

1. Management of organization should endeavour to always provide warning before initiating disciplinary action on wanting employees. An offense should be state din clear terms instead of reciting company's regulation.
2. There is a need to encourage seminar and workshop so that to educate the employees about disciplinary issues as well as employees commitment on the successfulness of the organization. The seminars will help the employees to improve their performance and reduce the issues of reprimands.

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Self-Promotion and Organizational Citizenship Behaviour of Local Government Employees in Rivers East Senatorial District, Nigeria

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Abstract: *This study investigated the relationship between self-promotion and organizational citizenship behaviour of local government employees in Rivers East Senatorial District, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 9865 Local Government employees in Rivers East Senatorial District. The sample size of 384 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between self-promotion and organizational citizenship behaviour of local government employees in Rivers East Senatorial District, Nigeria. The study recommends that organizational leaders using self-promotion should be modest in its application to avoid a negative backlash from other employees.*

Keywords: *Self- Promotion, Organizational Citizenship Behaviour*

INTRODUCTION

Organizations that depend fully on a job description to elicit employee behaviours would face poor performance. Since that breakthrough which was introduced by Katz (1964), the research era on extrarole behaviours in organizations expanded. The term organizational citizenship behaviour (OCB) was introduced (Bateman & Organ, 1983) and operationalized, setting in motion for more than four decades of intense study on the subject (Podsakoff, Whiting & Podsakoff, 2009; Ilies, Nahrgang & Morgeson, 2007). OCB is commonly defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ, 1988: 4). One important unique element of OCB is interpersonal citizenship behaviour (ICB) (Bowler & Brass, 2006) which also known as organizational citizenship behaviour-interpersonal (OCB-I) (Williams & Anderson, 1991), altruism (Moorman, 1993) or helping (Settoon & Mossholder, 2002).

The need for employees to behave in a manner that would yield a positive impact on the organization has been a great concern for management of various business units and groups. Bateman and organ (1983) were the first to introduce the concept Organizational Citizenship Behaviour (OCB) where they referred to it as an individual behaviour that is discretionary not directly or explicitly recognised by the formal reward system and in aggregate promotes the

effective functioning of the organization (Organ, 1988; Akinyemi, 2012). The implication of the term organizational citizenship behaviour has been an issue that has been well documented in literature. Its implications manifest in forms of organizational effectiveness, efficiency and group performance (Podsakoff & Mackenzie, 1994; Salami, 2009). Other effects of organizational citizenship behaviour could be manifested in higher salary and promotion, higher organizational commitment, lower turnover and intention to leave in organizations.

Organ (1988) and Zhang (2011) introduced five categories of organizational citizenship behaviour which includes: altruism, courtesy, conscientiousness, sportsmanship and civic virtue. OCB is a discretionary behavior, which is beyond employee job requirements, that supports co-workers and/or supervisors is thought to enhance, directly or indirectly, the individual, group, and organizational productivity (Bowler & Brass, 2006). Some examples of this behavior are volunteering for extra projects or being cheerful and friendly towards others.

Self-promotion is a type of behavior a person engages in that suggests expertise and competence in the work environment (Sosik & Jung, 2003). Self-promotion includes presenting one's achievements, collaborating directly with others about one's strengths and abilities, and making internal, rather than external, attributions for accomplishment (Rudman, 1998). Individuals who self-promote for job status, higher compensation, networking, and other reasons often initially have an underlying agenda to impress others and acquire opportunities presented by the current or prospective employer (Erez, Gopher, & Arzi, 1990). This study examines the relationship between self-promotion and organizational citizenship behaviour of local government employees in Rivers East Senatorial district, Nigeria.

Furthermore, this study was guided by the following research questions:

- i. How does self-promotion influence courtesy of employees of Local Government employee of Rivers East Senatorial District?
- ii. How does self-promotion influence conscientiousness of employees of Local Government employee of Rivers East Senatorial District?
- iii. How does self-promotion influence civic virtue of employees of Local Government employee of Rivers East Senatorial District?

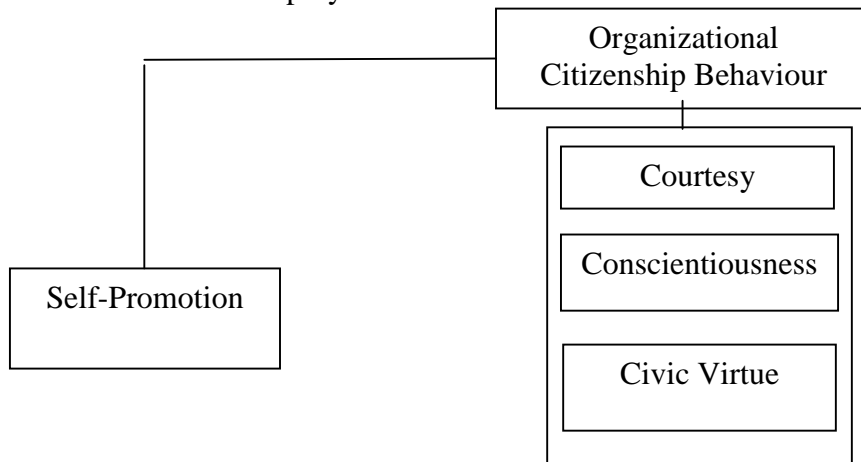


Fig.1: Conceptual Framework for the relationship between self-promotion and organizational citizenship behaviour

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Impression Management Theory

The theory of impression management considers OCB a manifestation of self-serving motives and instrumental beliefs (Bolin, 2004). Employees use OCBs to enhance their work image. Bolino (2004) indicate that many impression management strategies are very similar to citizenship behaviours. According to Rioux and Penner's (2003), organizational concern, prosocial values, and impression management are all motives that underlie OCBs. OCB is positively related to supervisory performance appraisal and promotion decisions (Podsakoff *et al.*, 2005). Supervisors are prone to afford some benefits to high OCB performers. Performing OCBs not only makes an individual look like a good citizen, but facilitates the accomplishment of personal goals. Therefore, employees who have a strong instrumental value system are more willing to perform OCBs (Hui *et al.*, 2000).

Self-Promotion

The impression management tactics of self-promotion can produce positive outcomes for all involved (Higgins, Judge & Ferris, 2003). However, as with the tactics of supplication and intimidation, at present researchers could support arguments that high levels of self-promotion can lead to either positive or negative outcomes. If the employee is able to use these tactics to develop a reputation for being a strong performer (Turnley & Bolino, 2001), the supervisor is likely to view the employee as a competent professional. On the other hand, an employee who engages in high levels of these tactics but does so in an indiscriminate or unpolished manner is likely to be seen as less competent by a supervisor.

Self-promotion is a situation where leaders show up his/her capacity as been seen as competent. Self-promotion means appearing qualify in terms education through communication abilities. Further review by Jone and Pitman (1982) indicates that self- promotion needed its own activities that can be combining with qualities of both ingratiation and initiation. The self-promotion wants to be seen as competent. Godfrey *et al.* (1986) opined that self-promotion is a more active process than ingratiation which is relatively to do favour to co-workers for handshake, frown, smiling nodding and agreeing. Self-promotion can afford to be too reactive because they must show their subordinates of their competence or find a way to display their competence or find a way to display their competence to the target. Aggressive and successful self-promotion creates jealous in the organizations, it can also be intimidating (Jones and Pitman 1982). The occurrences of self-promotion increased when individual have the opportunity to openly impress someone with a higher status about their competence (Giacalone and Rosenfeld, 1986). The research on self-promotion argue that self- promotion may lead to behaviour that are favourable or unfavourable (Judge & Bretz, 1994). Rudman (1998) found that women who are self-promotion are often seen as good but not socially attracted by viewers of their behaviours.

Organization Citizenship Behaviour

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisor's expectations. However, some individuals perform certain

duties far beyond the expected outputs (Okedijiet *al.*, 2009). Some deliberately contribute to the progress and efficiency of the organization, while others go out of their way to motivate and assist their colleagues to complete their assigned tasks. These extra role behaviours beyond the call of duty do not attract any personal benefits and are not provided for in the organization's reward system (Onyishi, 2007). Such extra role behaviour is described as Organizational Citizenship Behaviour (OCBI). Organ (1988) defined Organizational Citizenship Behaviour as Individual & behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. He explains further that engagement in Organizational Citizenship Behaviour is generally a personal choice, and omission is not generally seen as punishable (Uhiaraet *al.*, 2011). An ideal work environment is highly competitive, where individualistic behaviours are exhibited by most employees. Work associations or organizations are for the most part acknowledged to be essential social settings where rivalry, rare assets, time limits, contrasts in objectives and identities and other sort of anxieties can lead workers to aggress against their colleagues, subordinates and even bosses (Onyishi, 2007). Therefore, when some employees go out of their way in helping others to complete their tasks without being prompted, sanctioned or rewarded by the organization, such employee is said to exhibit Organizational citizenship behaviour (Nwachukwu, 2006).

Scholars like Deeryet *al.*, (2016) describe Organizational Citizenship Behaviour as behaviour that positively impact the organization or its members while Bergeron, (2007) described Organizational Citizenship Behaviour as behaviour without a reward, expectation or requiring any punishment. Further when an employee goes out of his way to defend the reputation of the organization, as described by Byrne, (2005), defending the organization when it is criticized or urging peers to invest in the organization. An employee who keys into the vision of the organization and works towards improving organizational effectiveness is an asset to the organization. Zhong, Lam & Chen, (2011) capture it as the individual behaviour of willingness, not based on orders, and increasing organizational performance. Other scholars like Robbins & Judge, (2007) describe Organizational Citizenship Behaviour as a behaviour that exceeds routine expectations or as a behaviour that positively impacts the organization or its members. From these definitions it is obvious that Organizational concern are the deepest motive driving Organizational Citizenship Behaviour in the organization. Research has also confirmed that Organizational Citizenship Behaviour yields significantly higher outcomes in the long term than in the short term for the organization (Yaghoubi *et al.*, 2012). Scholars have also concluded that perceptions of citizenship performance predict overall performance equally well across all task performance levels (Thareja, 2007). The organizational climate as manifested in the attitude of the employee will influence the perception of the employee towards the organization and subsequently his Organizational Citizenship Behaviour as citizenship appears to consist of discretionary behaviours. How the employee perceives the organization would likely predispose this employee to either perform or withhold such performance (Amaral, &Uzzi, 2007). This buttresses the suggestion that there is persuasive evidence that Organizational Citizenship Behaviour is an outcome consistent with a social exchange relationship (Ahmadi&Kahreh, 2010).

Smith *et al.* (1983) had proposed a two-dimensional model of Organizational Citizenship Behaviour to be altruism and conscientiousness. Later, Organ (1988) expanded the taxonomy of Organizational Citizenship Behaviour to include altruism, conscientiousness, sportsmanship,

courtesy, and civic virtue (Akinmayowa, 2006). Altruism refers to the willingness of an employee to help a co-worker or behaviours that have the effect of helping specific others with a work-related problem (Buelens & Broeck, 2007). Conscientiousness is explained as discretionary behaviours that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance and adherence to organizational rules and procedures (Redman & Snape, 2005). Sportsmanship describes individuals who tolerate the annoyances encountered in the place of work (Podsakoff *et al.*, 2000). Sportsmanship involves refraining from reporting trivial conflicts within the organization. Courtesy refers to behaviours that are directed towards prevention of future problems. Civic Virtue refers to the protection of the image and wellbeing of the organization and concern for the political life of the organization (Raja & Johns, 2010).

Organization citizenship behaviour (OCB) is a new concept currently study and considered under employee behaviour. Interestingly researchers defined organizational citizenship behaviour as extract roles activities the employees perform at workplace that help the organizational and increase performances. Organizational citizenship behaviour described actions in which employees are will go above their proscribed roles requirements in the discharging of their duties, Gabriel, Zeb-Obipi and Jaja, (2011). A review of literature reveals that there is lack of consensus about dimensionally of this construct. From studies, the citizen-like behaviours can be grouped in seven common themes or dimension which are; (1) helping behaviour (2) sportsmanship (3) organizational loyalty (4) organizational compliance (5) individual initiative (6) civic virtue (7) self-development organizational behaviour is actions that employees take to support the organization that go above and beyond the scope of their job description (Seconick, 2019).

Although this kind of behaviour is not a mandatory factor to be maintained in any organization but it plays vital and important roles in the growth of any organization. Katz & Kahn (1978) viewed organizational employee's citizenship can add value to organization and can contribute to performance and competitive advantage (Nemeth and Staw 1989).

Organizational citizenship behaviour refers to behaviours that positively help the organization or its members (Poncheri, 2006). Organizational citizenship behaviour can be defined as protecting the organization when the need arises to invest in the organization (Turnipseed and Rassuli, (2005), in a behaviour that exceeds routine expectations Bateman and Organ, (1983). Organ 1988 assertion based largely on the work of Katz who suggested that "an organization which depends solely upon it blue of prescribe behaviour is a fragile social system" (1964: 143). However, numerous researchers had explored the antecedents of organizational citizenship behaviour, there is still need for research examining the outcome of citizenship behaviours in organization (Organ and Ryan, 1995).

Measures of Organizational Citizenship Behaviour

Courtesy

Courtesy has been identified as an important form of citizenship behaviour by virtually everyone who has worked in this area (Williams & Anderson, 2007). Conceptually, courtesy behaviour involves voluntarily helping others with, or preventing the occurrence of work-related problems. Courtesy means spreading of goodwill and assisting the organization (George & Brief, 2002) and

the endorsing, supporting, and defending of organizational objective construct. Preliminary research by (Morvoman & Blackely 2008) has indicted that this dimension is distinct from several other forms of citizenship behaviour. Other writers (Smith 2003, Williams and Anderson 2008) subsumes all of those fore sightful gestures that help someone else prevent a problem-touching base with before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work.

All of these behaviours share the idea that the employee is going “above and beyond” the call of duty. This dimension is similar to Organ’s (1988) conscientiousness construct. Organ indicated that this form of behaviour is among the most difficult to distinguish from in-role behaviour, because it differs more in degree than in kind.

More than two decades ago, organ and his colleagues (e.g. Bateman & Organ 1983, Smith, Organ & Near, 1983) first coined the expression “Organizational Citizenship Behaviour’ (OCB). Later, in a book subtitled “the good soldier syndrome”, (organ 1988) proposed the following definition for the OCB construct” Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization (Organ, 1983). By discretionary, the author meant the type of behaviour that is not enforceable by the organization or a requirement of the role or the job description, but “rather a matter of personal choice, such that its omission is not generally understood as punishable”.

The creators of the OCB construct took inspiration from Bernard’s (1938) concept of the “willingness to cooperate” and from Katz’s (1964) assertion that “an organization which depends solely upon its blueprints of prescribed behaviour is a very fragile social system” (Salami, 2009). Organizational functioning often depends upon extra-role behaviours - behaviours that cannot be prescribed or required in advance for a given job. These behaviours, often taken for granted, lubricate the social machinery of the organization, but tend not be included in the notion of task performance. Examples include helping co-workers to solve an unexpected customer problem, volunteering for extra duty when needed, proposing constructive suggestions to help the supervisor to deal with a market opportunity. Tolerating work displeasures without complaints, treating the organizations resources carefully, protecting the organization’s reputation, and complying with rules seven when not being observed. There is no effective organization without these cooperative and spontaneous behaviours of organizational members. Given that it would not be possible to anticipate all the necessary actions to face problems and opportunities as they arise, extra-role behaviours seem to be fundamental for the Smooth Functioning of the organization. Furthermore, one such detail would damage the organizational functioning, given that employees would tend to focus on the prescribed tasks to the detriment of the ones necessary to face unexpected problems and opportunities.

Courtesy has been defined as discretionary behaviours that aim at preventing work related conflicts with over roles (Law *et al.*, 2005). This dimension particularly is helping behaviour that prevents problems from arising. It also includes the world’s literal definition of being polite and considerate to others, Organ (2006). Example of courteous behaviour are asking fellow employee if they would like a cup of tea while you are getting one for yourself making extract copies of the meeting agenda for your team mate giving a colleague ample notice when you are altering something that will affect them.

Conscientiousness

Conscientiousness refers to a personality trait of being obedient, dutiful and self-disciplined. At the workplace, it may refer to an employee who is efficient and diligent. A person is said to be conscientious when he is efficient and organized. According to Redman & Snape, (2005), Conscientiousness is a discretionary behaviour that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance. This is contrary to a person who is disorderly and irrational or who pretends to be dutiful when he is under supervision. Conscientiousness may be an important predictor of workplace behaviours because it provides the organization and direction that are necessary to produce targeted behaviours (Gore *et al.*, 2012). Conscientious persons are likely to be thorough and articulate.

More conscientious employees will stay informed with up-to-date knowledge about products or services offered (DeYoung, & Peterson, 2007). They are mostly conformists, compulsive and goal-oriented in their behaviour. On the other hand, individuals who are low on conscientiousness find it difficult to motivate themselves to accomplish challenging tasks, even when there are benefits or rewards. Conscientiousness accounts for unique variance in citizenship behaviour targeted toward the organization (Hirsh *et al.*, 2010). They' are strongly associated with procrastination, counterproductive work behaviours like absenteeism, bullying and substance abuse. Beyond the workplace, conscientiousness has direct influence on antisocial behaviours affecting relationships. Conscientious persons make effort to avoid conditions that may result in divorce, spousal abuse intoxication and disagreements (Higgins *et al.*, 2007). Various behavioural scientists have got their own way of defining organizational citizenship behaviour. According to (Organ 1988) definition of organizational citizenship behaviour is "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate, promotes the effective functioning of the organization. (Organ 1988) also noted that defining Organizational Citizenship behaviour as behaviours that are not formally rewarded is actually too broad, as few "in-role behaviours actually guarantee a formal reward. There is no doubt that organizational citizenship behaviour is discretionary behaviour of an employee to provide "Extra" to his organization which is not a part of his defined duty. Van Dyne & Lepine (1998) proposed the broader construct of "extra-role behaviour" (ERB), defined as "behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations." organizational citizenship is function, extra-rote, pro-social organizational behaviours directed at individual, groups and organization. These are helping behaviours not form prescribed by the organization and for which there are no direct rewards or punishments. Organizational citizenship behaviour excludes those pro-social behaviours that are prescribed by the organization as performance requirements, and dysfunctional or noncompliant behaviours.

Conscientiousness is a personality construct that is a core determinant of health, positive aging and human capital (Zhang, 2009). A large body of work has contributed to our understanding of this important aspect of personality, but there are multiple conceptual and methodological issues that complicate our understanding of conscientiousness. Conscientiousness is a spectrum of constructs that describe individual differences in the propensity to be self- controlled, responsible to others, hardworking, orderly, and rule abiding. The importance of conscientiousness to organization appears indisputable. Conscientiousness predicts most of the major preventative and risky behaviours for both physical health and

mortality. Conscientiousness predicts facts in organizational citizenship behaviour (Hampson, 2007; Morrison & Phelps, 2007).

Civic Virtue

When an employee is concerned about the life of the organization, shows interest, gets involved in activities, keeps up to date with happenings and generally stands up to defend the policies and practices of the organization, such employee is said to exhibit Civic Virtue (Organ *et al.*, 2006). It is the commitment to the organization. This also includes exhibiting a behaviour that reflects a person's recognition of the fact that he is an integral part of the organization, such as engaging in the governance of the organization, attending its meetings, getting involved in debates and expressing opinion about the administration of the organization. Civic virtue can also be in developing a management attitude in the organization by monitoring the environment for threats and opportunities, adapting to changes and external factors that may affect the organization, develop a safety attitude of reporting fire hazards, unsafe conditions, suspicious movements and ensuring that the environment is free from threats and external aggression (Aquino & Thau, 2009). That dedication of citizens to the personal welfare and overall success of the organization, is Civic Virtue. Sometimes an employee exhibits civic virtue at the expense of his individual interest. According to Onyishi, 2007 the term civility refers to behaviour between persons and groups that conforms to a social mode as itself being a foundational principle of society and law. In another study, George & Jones (1997) see Civic Virtue as voluntary acts organizational members engage in to protect or save life and property ranging from reporting hazards, securely locking doors, and reporting suspicious or dangerous activities, to taking the initiative to halt a production process when there is the potential for human injury. On the other hand, Graham & Van Dyne, (2006), stated that incivility is a general term for social behaviour lacking in civic virtue or good manners, on a scale from rudeness or lack of respect for elders, to vandalism and hooliganism, through public drunkenness and threatening behaviour.

When an employee is concerned about the life of the organization, shows interest, gets involved in activities, keeps up to date with happenings and generally stands up to defend the policies and practices of the organization, such employee is said to exhibit Civic Virtue (Organ *et al.*, 2006). It is the commitment to the organization. This also includes exhibiting a behaviour that reflects a person's recognition of the fact that he is an integral part of the organization, such as engaging in the governance of the organization, attending its meetings.

The organizational citizenship behaviour definition mentioned above has been criticized several researchers because the frontiers between in-role and extra-role behaviour are frequently diluted, and different observers (e.g. supervisors) can have different interpretations of which is mandatory or voluntary. Organ (1988) viewed these criticisms as fair, and argued that "accumulated empirical evidence, some telling, criticisms, and even the most cursory glance at the business" pressed the need to rethink the defining character of organizational citizenship behaviour. In his view, it no longer seems fruitful to regard organizational citizenship behaviour as extra role "beyond the job", or "unrewarded by the formal system", and a more tenable position is one that defines organizational citizenship behaviour as contextual performance: "behaviour (that) do not support the tenable position is one that defines organizational citizenship behaviour as contextual Performance: "behaviours (that do not support the technical core itself so much as they support the broader organization, social, and psychological environment in which the technical core must function" (Borman and Motowidlo, 1999).

Following is redefinition, Organ pointed out two specificities of OCB *visa-vis* with “task performance” (Borman and Motowidlo, 1997).

Relationship between Self Promotion and Organizational Citizenship Behaviour

In today business environment, employees may tend to use some tactics in order to impress their managers by showing good behaviour. Managers may be affected by their employee’s behaviour while they take decisions and evaluate performance. Employee’s behaviours have significant association with performance, which is call organizational citizenship behaviour (OCB) Organ, 1977). Organizational citizenship behaviour (OCB) as an individual, a behaviour that is not formally rewarded, and organizational citizenship behaviour which is like ingratiation has increase output of the organizations.

Ingratiation will be positively associated with OCBs directed at a supervisor, but not with that directed at a job. Ingratiation increased the extent to which employees undertook OCBs toward both their supervisors and their jobs. Since ingratiation is the most critical behaviour of supervisor, focused impression management (Wayne & Ferris, 1990), it might be associated with job focused OCBs when evaluated by the supervisor. Researcher has found that the quality of working relationships was improved when helping behaviour were introduced by co-workers. The exemplifier (manager) wants to be admired and respected for his integrity and moral decency (Rosenfeld 1995).

These individuals are willing to suffer to help the organizations to achieve its objectives and aims and others but in reality also attempt to make other feel bad because of the way they acted (Jones and Pittman, 1982). An exemplifier let others know that they work hard and engaged in self-sacrifice, but with their behaviour also proving to be arrogant or even hypocrite (Gilbert and Jones 1986).

Self-promotion has to do with highlighting one’s best qualities, down playing one deficit and calling attention to one’s achievement is self-focused managers who is self-promoter in managing organization may succeed in some situations, because the occurrence of self-promotion increases performance. Self-promotion has significant association on organizational citizenship behaviour tactics employed by people who want to make a positive impression on others. The occurrences of self-promotion increase when individual have the opportunity to openly impress someone with a higher status about their competence (Giacalone and Rosefeld, 1986).

In industrial and psychology, organisational citizenship behaviour (OCB) is a concept that describes a person action with an organization or company that is not part of his or her assigned responsibilities. Organisational citizenship behaviour (OCB) are behaviour that employees are not explicitly rewarded for exhibiting or punished for not exhibiting, employee do not receive training to perform organisational citizenship behaviour (OCB). In all, ingratiation, exemplification and self-promotion have significant relationship with organisational citizenship behaviour (OCB).

Empirical evidence generally indicated that studies on the antecedents of OCB, particularly conflict resolution styles, are scarce and not well established (Podsakoff and Mackenzie, 1994; Podsakoff, Ahearne & MacKenzie, 1997). Few studies that are related to the constructs investigated in this study are reported here. For example, conflict resolution strategies were found to be significantly related to organizational citizenship behaviour (Alotaibi, 2001; Giap, Hackermeier, Jiao &Wagdarikar, 2005). Ogungbamila (2006) found that the forcing

strategy had a direct significant relationship with work frustration while confronting, withdrawing, smoothing and compromising strategies did not. Furthermore, (Montoro-Rodriguez and Small 2006) reported that nurses' job satisfaction, psychological morale and occupational stress were influenced by conflict resolution strategies. Similarly, some studies have linked conflict resolution strategies with work performance or work indicators (Alper, Law & Tjosvold, 2000; Meyer, 2004). Subordinates who are unfairly treated by their supervisors' use of forcing and withdrawing conflict resolution strategies are likely to withhold their OCB.

Organizations top executive often use a combination of conflict management and the various strategies to resolve conflicts in an organization. The consequences of any method adopted would manifest itself in the Citizenship Behaviour of employees in the organization (Adebayo, 2006; Moorman, 1991; Podsakoff *et al.*, 2000; Sverke *et al.*, 2006 and Salami, 2009).

From the foregoing point of view, we hereby hypothesized thus:

- H₀₁:** There is no significant relationship between self-promotion and courtesy of local government employees in Rivers East Senatorial District.
- H₀₂:** There is no significant relationship between self-promotion and conscientiousness of local government employees in Rivers East Senatorial District.
- H₀₃:** There is no significant relationship between self-promotion and civic virtue of local government employees in Rivers East Senatorial District.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 9865 Local Government employees in Rivers East Senatorial District. The sample size of 384 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

In this section, we shall analysis the various hypotheses in this study using the Spearman's rank order correlation coefficient. The test ascertains the extent of the relationship between the dimensions of employee mentoring and the measures of organizational survival. All hypotheses are to be tested at 95% degree of confidence, implying that level of significance is fixed at a 0.05 or 5% where $PV < 0.05$ would imply significant associations between the study variables and a falsification of the null hypothesis, and $PV > 0.05$ would imply an insignificant level of association between the study variables and an acceptance of the null hypothesis.

Decision Rule for acceptance or rejection of the null hypothesis:

Where $P < 0.05$ reject the null hypothesis; Where $P > 0.05$ accept the null hypothesis. Put in another way, compare the calculated and critical values, if the calculated value is greater than the critical value, reject the null hypothesis vice versa.

DATA ANALYSIS AND RESULTS

Table 1 Correlations Supplication and measures of OCB

			Self-promotion	Courtesy	Conscientiousness	Civic Virtue
Spearman's rho	Self-promotion	Correlation Coefficient	1.000	.590**	.678**	.756**
		Sig. (2-tailed)	.	.000	.000	.000
		N	198	198	198	198
		Courtesy		Correlation Coefficient	.590**	1.000
		Sig. (2-tailed)	.000	.	.000	.000
		N	198	198	198	198
Conscientiousness	Conscientiousness	Correlation Coefficient	.678**	.902**	1.000	.881**
		Sig. (2-tailed)	.000	.000	.	.000
		N	198	198	198	198
		Civic Virtue		Correlation Coefficient	.756**	.804**
		Sig. (2-tailed)	.000	.000	.000	.
		N	198	198	198	198

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

Source: Research Data 2019, (SPSS output)

Ho₁: There is no significant relationship between self-promotion and courtesy of employees of local government areas in Rivers East Senatorial District

From the result in the table above, the correlation coefficient shows that there is a positive relationship between self-promotion and courtesy. The correlation coefficient 0. 590 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between self-promotion and courtesy of employees of local government areas in Rivers East Senatorial District.

Ho₂: There is no significant relationship between self-promotion and conscientiousness of employees of local government areas in Rivers East Senatorial District

From the result in the table above, the correlation coefficient shows that there is a positive relationship between self-promotion and conscientiousness. The correlation coefficient 0.678 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and

the alternate accepted. Thus, there is a significant relationship between self-promotion and conscientiousness of employees of local government areas in Rivers East Senatorial District.

Ho₃: There is no significant relationship between self-promotion and civic virtue of employees of local government areas in Rivers East Senatorial District

From the result in the table above, the correlation coefficient shows that there is a positive relationship between self-promotion and courtesy. The correlation coefficient 0.756 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between self-promotion and civic virtue of employees of local government areas in Rivers East Senatorial Area.

DISCUSSION OF FINDINGS

The test of hypotheses in Table (1) shows that there is a significant positive relationship between self-promotion and organizational citizenship behaviour of employees of local government areas in Rivers East Senatorial District. The finding of this study reveals that there is a significant relationship between supplication and organizational citizenship behaviour of employees of local government areas in Rivers State. This finding confirms previous findings of Jones and Pitman (1982) that self-promotion is a situation where leaders show up his/her capacity as been seen as competent. Self-promotion means appearing qualify in terms education through communication abilities. Further review by Jones and Pitman (1982) indicates that self-promotion needed its own activities that can be combining with qualities of both ingratiation and initiation. The self-promotion wants to be seen as competent. Godfrey *et al.* (1986) opined that self-promotion is a more active process than ingratiation which is relatively to do favour to co-workers for handshake, frown, smiling nodding and agreeing. Self-promotion can afford to be too reactive because they must show their subordinates of their competence or find a way to display their competence or find a way to display their competence to the target. Aggressive and successful self-promotion creates jealous in the organizations, it can also be intimidating (Jones and Pitman 1982). The occurrences of self-promotion increased when individual have the opportunity to openly impress someone with a higher status about their competence (Giacalone and Rosenfeld, 1986). The research on self-promotion argues that self-promotion may lead to behaviour that are favourable (Steven & Kristof, 1995) or unfavourable (Judge & Bretz, 1994). Rudman (1998) found that women who are self-promotion are often seen as good but not socially attracted by viewers of their behaviours.

The impression management tactics of self-promotion can produce positive outcomes for all involved (Higgins, Judge, & Ferris, 2003). However, as with the tactics of supplication and intimidation, at present researchers could support arguments that high levels of self-promotion can lead to either positive or negative outcomes. If the employee is able to use these tactics to develop a reputation for being a strong performer (Turnley & Bolino, 2001), the supervisor is likely to view the employee as a competent professional. On the other hand, an employee who engages in high levels of these tactics but does so in an indiscriminate or unpolished manner is likely to be seen as less competent by a supervisor.

CONCLUSION AND RECOMMENDATIONS

The study concludes that self promotion is a significant predictor of organizational citizenship behaviour of local government areas in Rivers East Senatorial District. The study recommends that organizational leaders using self-promotion should be modest in its application to avoid a negative backlash from other employees.

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Managerial Resilience and Organizational Performance of Hotels in Rivers State, Nigeria

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Abstract: *This study empirically investigated the relationship between managerial resilience and organizational performance of hotels in Rivers state, Nigeria. The quasi experimental design was employed in the study. Specifically, the cross sectional survey which is a form of the quasi experimental research design was adopted. The population of this study was 206 managers and supervisors in 45 selected hotels in Rivers state. A sample size of 136 respondents was drawn from the population and simple random sampling technique was adopted. Questionnaire was used as a method for collecting data from respondent and it was personally administered to respondents. Data analysis was conducted via spearman rank order correlation coefficient. Based on the analysis, the result revealed that the dimensions of proactive posture have a significant relationship with innovativeness. However, proactive posture had no significant relationship with productivity. Furthermore, adaptive capacity has positive relationship with innovativeness and productivity. It was thus concluded that organizations with high managerial resilience, will outperform those with low resilience ability because the higher a firms' managerial resilience, the higher their performance in the industry. Hence the study recommended that the managers of the hotels in Rivers state should be proactive enough to identify probable threat that could impede the performance of the organization and then develop strategies to tackle the threat which will then help enhance their performance.*

Keywords: *Adaptive Capacity, Innovativeness, Managerial Resilience, Organizational Performance, Proactive Posture, Productivity*

1.0 INTRODUCTION

The rate at which organisations fail these days is so alarming. Within five years of establishment, a huge number of business organizations find it difficult to remain sustainable. Harcourt and Ateke (2018) noted that that while some organizations pace the business environment for some few years; others fail in less than no time. Changes in technology and globalized frameworks have altered business environment and its activities (Iskanius, Haapasalo, & Page, 2006). Recently, entrepreneurs and business organisation struggle for survival as the general environment of the entrepreneurial activities is characterised by some noticeable setbacks. Yet, reactions to failure differs, while some bounce back after a brief period, others resort to blame and regret. The aptitude of bouncing back from adversity is what is known as resilience (Fredrick, 2009). In entrepreneurial management, resilience is the expertise and the skill to remain robust irrespective of the unpleasant conditions, be it change or enormous stress (Coutu, 2012). Resilience was defined by Cooper, Flint and Pearn (2013) as bouncing back from

setbacks coupled with staying effective in the midst of turbulent circumstances and growing stronger thereof. It is observed that resilient individuals with high positive feelings and are capable of managing negative feelings, also can find meaning and overcome stressful situations which could thus enhance the performance of the institution (Tugade & Fredrickson 2004; Cooper 2013).

Further, resilience has been viewed as the ability of an employee to “bounce back” from difficulties and challenging activities (Linnenluecke, 2017) and staying focused and cheerful about future happenings (Cope, Jones & Hendricks, 2016). Resilience at the administrative level has been found to make businesses better when it comes to dealing with sudden events within the business context (Bardoel, Pettit, De Cieri & McMillan, 2014). Furthermore, managerial resilience ability to remain robust and to stay agile irrespective of the turbulence scenario may be helpful in enhancing the performance of the organization. Organizational performance is the “life blood” of an institution as a non performing institution is bound to fizzle out in a short while. Organizations are goals oriented entities, thus, their performance is based on the degree at which firms meet their set goals and objectives. Many hotels in rivers state, has encountered tempestuous moment over the years which have led to many packing out of business. The low level of performance of organization affect their profitability, competitiveness and survival. Although numerous studies have been done by scholars on how to ensure consistent organizational performance, the high mortality rate of hotels still persist. Furthermore, there is a dearth of empirical work by previous scholars on how managerial resilience relates with organizational performance of hotels. It is against this drawback that this study thus seeks to examine the relationship between managerial resilience and organizational performance of hotels in River state, Nigeria.

Objectives of the Study

The objectives of this study are;

- I. To examine the relationship between proactive posture and innovativeness of hotels in Rives state, Nigeria.
- II. To examine the relationship between proactive posture and productivity of hotels in Rives state, Nigeria.
- III. To examine the relationship between adaptive capacity and innovativeness of hotels in Rives state, Nigeria.
- IV. To examine the relationship between adaptive capacity and productivity of hotels in Rives state, Nigeria.

Research Questions

The following research questions served as a guild in this study;

- I. What is the relationship between proactive posture and innovativeness of hotels in Rives state, Nigeria?
- II. What is the relationship between proactive posture and productivity of hotels in Rives state, Nigeria?
- III. What is the relationship between adaptive capacity and innovativeness of hotels in Rives state, Nigeria?
- IV. What is the relationship between adaptive capacity and productivity of hotels in Rives state, Nigeria?

Research Hypotheses

The null hypotheses below were formulated for this study.

HO1: There is no significant relationship between proactive posture and innovativeness of hotels in Rives state, Nigeria.

HO2: There is no significant relationship between proactive posture and productivity of hotels in Rives state, Nigeria.

HO3: There is no significant relationship between adaptive capacity and innovativeness of hotels in Rives state, Nigeria.

HO4: There is no significant relationship between adaptive capacity and productivity of hotels in Rives state, Nigeria.

2.0 LITERATURE REVIEW

This study is hinged on the resource base theory. The resource based theory (RBT) lays emphasis on organizations' internal resources, and capabilities as determinant for profit and value of the organization. The resource based theory posits that the difference between organizations' performance is as a result of imbalanced distribution of organizational resources (Wernerfelt, 1984 cited in Sauerhoff, 2014). Similarly, the theory argues that where all organizations have the same stock of resources; the available strategy to an organization would also be available to all organizations in the industry (Cool, Almeida Costa & Dierickx, 2002). The theory emphasizes on firm's resources as the major determinants of competitive advantage and performance (Barney, 1991). Similarly, Nwachukwu, Chlandkova, Fadeyi (2017) opined that resource based theory shows that the effective use of resources during strategy formulation could enhance the firm's ability to create new products, services, process and market expansion.

Further, the theory holds that a organizations' performance is influenced by firm-specific resources and capabilities and resources are allocated heterogeneously within an industry. Hence, organizations need to be aware of their strengths and weaknesses, as they have to develop strategies on how to outperform competitors with the given resources bundles and capabilities at their disposition (Wernerfelt, 1984 cited in Sauerhoff, 2014). The RBT recognizes firms as unique entities that compete for every available resource to achieve set objectives and a comparative advantage in the industry. It holds that continuous enhancement of performance is identified as a function of firm's comparative advantage in resource utilization which becomes a method to gain competitive advantage over competitors (Hunt & Morgan, 1997). In relation to managerial resilient, resource based theory exposes managers on the need to build up capacities to create unique products and strategies that will be difficult to imitate. In the same vein, hotel managers ought to adopt resilient characteristics which could enable them keep moving on in difficult times and achieve organizational goals in a tasking business environment.

Concept of Managerial Resilient

The concept of managerial resilient is the ability of managers to move on when faced with hard times and the stress resulting from it, recovering from impediments by adjusting to change in a positive context, and also showing high level of creativity in difficult times (David, & Bartz, 2017). Also, McManus, Seville, Brunsdon, and Vargo (2007) noted that the concept of resilient has been studied by various studies an across ranges of academic disciplines yet there is little agreement on what exactly the concept is all about. The same study defined resilient in a managerial perspective as the functions of organization's awareness of about a situation and

adaptability capacity in a dynamic interconnected business condition. In addition, Coutu (2017) noted that resilience is a feature you realize you have after the reality of life as manager's level of resilient characteristics determines if they will fail or succeed in the organization settings. Similarly, (Ovan (2015) stated that managerial resilience is the ability of a manager to recover from difficulty and setbacks, adapt to prompt issues that may pop up and manage ongoing hectic and demanding work conditions. This implies that managerial resilience is a concept that denotes employee or managers' capability in being persistent to achieve organizational goals despite discouraging factors. For a hotel management to be seen as being resilient, they should be able to find means of getting off work stress and manage their approaches in handling hotel work activities especially when their pressures. Observably, hotels operational in Port Harcourt city of Rivers State usually experience influx of clients or customers for night lodges during huge political programs, carnival activities and other occasions that brings in more visitors into the state. Supportively, Achor and Gielan (2016) noted that to managing hectic work situation requires a plan side aside to battle with stress known as "recovery periods." The authors noted that the recovery periods are used to gain energy after hectic, drawbacks as it enables managers to relax and return back to handle other problems previously encountered.

Further, Fernandez (2016) described and explained that the concept of resilient by stating that it involves failing, learning and thriving in the cause of challenges facing the business or organizational environment. The author identified factors that contributes to managerial resilient to include: strong social support, sense of belonging and security, optimistic attitude and control of the work environment. Also, same author identified other aspect of resilient to include mindfulness, mental agility and passion as mindfulness entails active awareness of happenings. In addition, Seligman (2002) asserted that mindfulness could be as an aspect of managerial resilient could be related to mindlessness which entails that managers are not mindful to access and process current situations around their business environments. Further, Seppala (2017) suggested that managerial resilient should be combined with compassion and empathy to increase their level of understanding and to enable them engage in cooperative and collaborative management activities. Empathy aids managerial resilient to understand peoples' pain point and being able to be in the shoes of others, understand ones' self, and carry out managerial duties compassionately. Also, Coutu (2017) identified three characteristics of resilient managers to include (1) a steadfast in acceptance of reality (2) a profound belief in values and meaningfulness; and (3) and mysterious ability to make up things.

Proactive Posture

Proactive posture in organizational context entails that the organization is referred to as "die-hard organization" given the organization actively influence situations instead merely being reactive to happenings (Wobodo, Asawo & Asawo, 2018). Rotter (1966) summed that proactive characteristics of an organization entails possessing an internal level of control where they believe that they have the aptitude and the responsibility to control their outcomes. Robbin, David, and Mary (2011) noted that proactive posture entails proactiveness which is a quality that denotes people or organizations who are prone to take actions, to act on their environment. Similarly, Frankl (2013) opined that proactive posture allows organization to successfully preserve their strength and confidence when faced with challenges and difficulties regardless of how staid it is.

Adaptive Capacity

Adaptive capacity can be defined as part of resilience that indicates learning, flexibility to tryout and adopt innovative solutions, and the development of generalized responses dynamic business environment (Walker, Carpenter, Anderies, Abel, Cumming, Janssen, Lebel, Norberg, Peterson, & Pritchard, 2002). Folke, Colding, and Berkes (2003) noted that adaptive capacity has four basic dimensions which are learning to cope with uncertainties, readiness for diversity and reorganization, knowledge combination and creation of self-organizational opportunities. Dalziell and McManus (2004) define adaptive capacity as the engagement and involvement of organizational employee so in order to be responsible, accountable and focused on developing the organization's resilience through their work. Armitage (2005) in Folke et al (2003) opined that adaptive capacity is the zeal to learn from mistakes, engage in collaborative decision-making arrangements, and promote organizational innovativeness.

Concept of Organizational Performance

The term performance entails a set of financial and nonfinancial indicators which provide evidence on the extent to which achievement of objectives and results are obtained (Lebens & Euske 2006; Kaplan & Norton, 1992). Richard, Devinney, Yip, and Johnson (2009) noted that organizational performance refers to the measure of different activities of an organization ranging from market competition, customers, inputs and capitals which are critical to organizational success. The authors noted that organizational performance is among the most important independent variable in management research and an interesting area of management concern. Further, Kotter and Heskett (1992) revealed that organizational performance is likened to employee performance as they both refer to the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. Both organizational performance and employee performance is directed towards meeting the needs, goals and objectives of a specific organization. For example, in a hotel; employees who wake up as early as 7am in the morning to attend to customers' complaints and organization itself that spends thousands in salary and purchase of high equipment to enhance customers' satisfaction in the hotel are all geared towards same goal. Similarly, Cascio (2006) noted that organizational performance could be regarded employee performance as it implies the extent to which an employee reaches setting achievement and the degree at which employee accomplishes the organizational mission at workplace.

In addition, Richard, Devinney, Yip, and Johnson (2009) identified three distinct area of organizational performance to include: (i) financial performance (profitability, return on assets, return on investment, etc.); (ii) product market performance (sales volume, market share, etc.); and (iii) shareholder returns (total shareholder return, economic value added, etc.). Hult, Ketchen Jr, Griffith, Chabowski, Hamman, Dykes, Pollitte and Cavusgil (2008) noted that organizational performance is hinged on the center of a firm's survival. The study asserted that managerial research perceives organizational performance as a central outcome variable of interest that covers various aspects like human resources (HRs), marketing management, operations management, international business, strategy and information system studies. Similarly, Richard, Devinney, Yip and Johnson (2009) affirmed that the concept of organizational performance covers wide range business perspectives and indicators such as operations effectiveness, customer satisfaction, corporate social responsibility and other outcomes that goes beyond financial variables. Further, the same study pointed out that organizational performance

following the studies of Kaplan and Norton (1992) seems to be a multidimensional construct in management research as it covers financial indicators, customer-related, innovation and internal organizational perspective which also covers employees' outcome such as productivity, effectiveness and efficiency.

Innovativeness

The concept of innovativeness can be defined as the will to acceptance changes within the business environment (Hurt, Joseph, & Cook, 1977). Hult, Hurley, and Knight (2004) noted that innovativeness implies a firm's ability to introduce new processes, goods, services, or ideas in a given organizational context. Menguc and Auch (2006) stated that innovativeness as companies' proclivity, openness, and inclination to make use of ideas that are unique and distinct from the usual business approach. Lynch, Walsh, Horington (2010) identified five key dimensions that emerged from several reviews of literature related to innovativeness such as namely, creativity, openness to new thoughts, intention to create unique items, risk-taking, and technological capacity to create new things. Innovativeness of organizations is seen as part of the determinants for organizational success; it has been recognized in the management studies as critical factor for organizational survival (Quinn, 2000). In addition, Zaltman et al., 1973 noted that innovativeness of organization could be perceived or visible in different dimensions such as incremental innovation which serves a just a minor change, radical innovativeness which calls for a more serious change, administrative or technological innovativeness which implies how organizations adjust to technological devices that are new to the market.

Productivity

Productivity is a ratio used to measure how well an organization converts input resources (labor, materials, machines, money) into outputs (goods and services) and to achieve various organizational goals (Tokar íková, 2013). Productivity is a measure of organizations function which cover indicators such as return on investment, return on assets, appraisal of salary structure, job assignment, word load analysis, etc. (Zigon, 1998). Rolloos (1997) noted that the productivity is about what people can produce with the least effort made in putting the resources together. Nda and Fard (2013) defined productivity as the measure of output per unit of input based on economic analysis. This implies that productivity is the measure of what a worker or company produces giving some amount of inputs over a period of time. Parker, Waller and Xu (2013) begins by identified three difference aspect of measurement in productivity such as manufacturing products, private commercial services, and public services. Consequently, measurement of productivity in terms of commercial services could include hotels who render service for profit making, owned and operated by a private groups or individuals.

Empirical Review

In a study conducted by Paul, Bamel, and Garg (2016) on "Employee resilience and OCB: Mediating effects of organizational commitment" with sample of 345 employees of manufacturing industries of Uttarakhand and Himachal Pradesh in India. Data was collected via the aid of self-administered questionnaires through a systematic random sampling method; analyzed and hypotheses tested using hierarchical multiple regression and for testing the mediating effects, bootstrapping in SPSS. Findings show that there is a positive relationship resilience and organizational citizenship behavior (OCB) with a partial mediation which also

implies that there is a direct relationship between OCB and organizational commitment/performance. Further, the study summarized that employee outcomes which also means productivity in organizations can be enhanced via building resilience among its workers. This also implies that managerial resilient has a positive relationship with organizational performance in terms of productivity and innovativeness in handling organizational matters. In a contrary, McManus, Seville, Vargo, and Brunson (2008) conducted study on “Facilitated process for improving organizational resilience.” The study asserted that resilience is often seen as a crisis or emergency management concern; the relationship between a resilient workforce and its influence on organizational outcomes is still not clear within the organizational context. Similarly, Paul and Garg (2012) in a study of “Mutualistic perspective of individual resilience and organizational commitment”, asserted that there seems to be lots of empirical evidence and arguments on the influence of managerial resilient yet, empirical evidence particularly relating to resilience and OCB in the Indian context is at a minimum.

Further, Maslach, Jackson and Leiter (2001) revealed that resilient of managers is significantly connected with organizational performance in relation to innovativeness and productivity holding that the business environment is turbulent and unstable. Same study asserted that resilient is stands as a strength used by managers to overcome negative situations at the workplace which could lead to poor employee outcomes or productivity. Also, Benard and Barbosa (2012) conducted a study on “Resilience and entrepreneurship: A dynamic and biographical approach to the entrepreneurial act” using qualitative and longitudinal method with a biographic method of analysis. Findings show that resilience dynamic assets a basic role in motivating the decision to become an entrepreneur and in the whole journey leading up to that decision. That is managerial resilient characteristics found in individuals influences their decision to become entrepreneurs and establish business like Hotels, Pharmaceuticals, Super stores, Restaurants etc.

Also, Ahiauzu and Eketu (2015) empirically examined the concept of managerial resilient in relationship to educational sectors in Nigeria in a study of “Product Innovation and Organizational Resilience in Public Universities in South-South Nigeria.” Data was collected from selected public universities located in south-south of Nigeria and analyzed using Spearman rank order correlation coefficient. Findings show that organizations product innovation is significantly associated with resilient dimensions of organizations such as situational awareness, vulnerability and adaptive capacity of university institutions. Further, the study asserted that organizations like hotels need to remain resilient and apply implementation of innovativeness in the products they offer which could lead to organization performance. In addition, Onwughalu, and Amah (2017) conducted a study on “Antecedents of Ambidexterity and Their Relationship with Organizational Resilience of Telecommunication Firms in Port Harcourt, Rivers State” in cross sectional survey of four telecommunication firms in Rivers State. Findings show that indicators of ambidexterity such as leadership based characteristics, organizational designs and dynamic capabilities are strongly related to organizational resilience.

Furthermore, in a study conducted by Jaja and Amah (2014) on “Mentoring and organizational resilience. a study of manufacturing companies in Rivers State” with a total of 140 employees and random sampling of 31 manufacturing companies in Port Harcourt. Data collected was analyzed using spearman rank order correlation coefficient and findings mentoring has a significant relationship with organizational resilience. Most of empirical studies like Ahiauzu and Eketu (2015); Benard and Barbosa (2012) agreed that managerial resilient is

positively related to organizational performance or employees' output. In contrary, Momeni et al (1394) study on resilience capacity as an influencer to prevent and decrease job burnout due to workplace pressures showed a negative result. The study revealed that today's, employees needs optimistic minded approach to enhance individuals' ability to face to problems instead of focus on solving problem which is among the troubling issues in resilience research. The results showed that there is a negative correlation between nurses' resilience and general job burnout and resilience and fatigue. Despite, the negative result, another notable positive result was found in Ghazanfari, Shafie nejad, Yasemi, and Vahedi (2017) studied "Developing staff resilience capacity by strategic human research management" with a sample 60 respondents whose data were collated and analyzed using multiple regression. Findings revealed that strategic human resource management lead to the development of employees' resilience. Also, it shows that resilient characteristics could be built via training, effective employee-employer relationship, compensation etc.

3.0 METHODOLOGY

In an attempt to achieve the objectives of this study, the cross sectional survey which is a form of the quasi-experimental design was adopted. The cross sectional survey provides a snapshot of the outcome and the characteristics associated with it at a given point in time. The population of this study are two hundred and six (206) managers and supervisors in forty-five selected hotels in Rivers state. Krejcie and Morgan (1970) table for sample size determination was used to arrive at a sample size of 136 respondents. The simple random sampling techniques was used in this study in order to avoid bias in selection of sample case. Questionnaire was used in this study to collect relevant data from respondents. The instrument was subjected to face and content validity and the Cronbach alpha was used to determine the internal consistency of the instrument. The Cronbach alpha of Proactive posture, adaptive capacity, innovativeness and productivity were .921, .769, .936 and .794 respectively. The earlier formulated hypothesis was tested using the spearman rank order correlation coefficient with the aid of statistical package for social sciences (SPSS) version 21. This tool was deemed to be preferable because the variables were on ordinal scale and the study seeks to test relationship between variables.

4.0 RESULT

From the 136 questionnaire administered to respondent, 124 copies representing 91% were retrieved and used for the study. The decision rule for either accepting or rejecting the null hypothesis is given as

$P < 0.05$ = reject the null hypotheses

$P > 0.05$ = accept the null hypotheses

HO1: There is no significant relationship between proactive posture and innovativeness of hotels in Rives state, Nigeria.

Table 1 Proactive Posture and Innovativeness

			Proactive Posture	Innovativeness
Spearman's rho	Proactive Posture	Correlation Coefficient	1.000	.421**
		Sig. (2-tailed)	.	.000
		N	124	124
	Innovativeness	Correlation Coefficient	.421**	1.000
		Sig. (2-tailed)	.000	.
		N	124	124

** . Correlation is significant at the 0.05 level (2-tailed).

The result in table 1 show the relationship between proactive posture and innovativeness. It was observed that there is a significant relationship between proactive posture and innovativeness with a p-value of $0.000 < 0.05$ and a rho value of 0,421. This implies that a moderate positive relationship exists between proactive posture and innovativeness. The null hypothesis was rejected and the alternate hypothesis was accepted.

HO2: There is no significant relationship between proactive posture and productivity of hotels in Rives state, Nigeria.

Table 2 Proactive Posture and Productivity

			Proactive Posture	Productivity
Spearman's rho	Proactive Posture	Correlation Coefficient	1.000	.021**
		Sig. (2-tailed)	.	.064
		N	124	124
	Productivity	Correlation Coefficient	.021**	1.000
		Sig. (2-tailed)	.064	.
		N	124	124

** . Correlation is significant at the 0.05 level (2-tailed).

The bivariate hypothesis in table 2 show that the relationship between proactive posture and innovativeness are not significantly correlated. This is because the P-value (0.064) was higher than the level of significant. Thus the null hypothesis was accepted.

HO3: There is no significant relationship between adaptive capacity and innovativeness of hotels in Rives state, Nigeria.

Table 3 Adaptive Capacity and Innovativeness

			Correlations	
			Adaptive Capacity	Innovativeness
Spearman's rho	Adaptive Capacity	Correlation Coefficient	1.000	.227**
		Sig. (2-tailed)	.	.002
		N	124	124
	Innovativeness	Correlation Coefficient	.227**	1.000
		Sig. (2-tailed)	.002	.
		N	124	124

** . Correlation is significant at the 0.05 level (2-tailed).

The result in table 3 revealed the correlation between adaptive capacity and innovativeness. The analysis show that the significant value of 0.002 was less than the level of significance (P-value= 0.002 < 0,05). And the rho value of 0.227 shown a weak positive relationship between adaptive capacity and innovativeness. Base on the decision rule, the null hypothesis was rejected and the alternate hypothesis was accepted.

HO4: There is no significant relationship between adaptive capacity and productivity of hotels in Rives state, Nigeria.

Table 4 Adaptive Capacity and Productivity

			Correlations	
			Adaptive Capacity	Productivity
Spearman's rho	Adaptive Capacity	Correlation Coefficient	1.000	.392**
		Sig. (2-tailed)	.	.000
		N	124	124
	Productivity	Correlation Coefficient	.392**	1.000
		Sig. (2-tailed)	.000	.
		N	124	124

** . Correlation is significant at the 0.05 level (2-tailed).

The bivariate hypothesis in table presented the correlation between adaptive capacity and productivity. Given the P-value of 0.000, it was observed that the significant value was less than the level of significance (P= 0.000 < 0.05). the rho value of 0.392 revealed a moderate relationship between the variables. Hence the null hypothesis was rejected and the alternate hypothesis was accepted.

Discussion of findings

The managerial resilience ability in a turbulent time is of high relevance in enhancing the fortune of organization. based on the bivariate analysis, it is observed that resilience ability of management is of high importance in enhancing he performance of any organization. Detail discussions in line with the hypotheses are given as follows;

Proactive Posture and Innovativeness

The bivariate analysis revealed that proactive posture has a significant positive relationship with innovativeness of hotels in Rivers state. This significant relationship was based on the fact that the P-value of the 0.000 was less than the level of significance (0.05). thus the null hypothesis was reject and the alternate hypothesis was accepted. Furthermore, the rho (r) value was .421 which indicated that the relationship between proactive posture and innovativeness was positive to a moderate extent. This implies that when proactive posture increases in the organization, innovativeness also increases to a moderate extent. Furthermore, the coefficient of determination (r^2) was 0.177. This indicate that 18% variation in innovativeness of hotels in Rivers state, can be accounted for by the level of proactive posture. This finding align with the previous work of Paul, Bamel, and Garg (2016) which remarked that employee outcomes which also means productivity in organizations can be enhanced via building resilience among its workers. Hult, Hurley, and Knight (2004) noted that innovativeness implies a firms' ability to introduce new processes, goods, services, or ideas in a given organizational context. The proactive posture of an organization can thus enhance the innovative ability of the organization.

Proactive Posture and Productivity

The result of the analysis showing the relationship between proactive posture and productivity revealed that proactive posture has no significant relationship with productivity in hotels in River state given the P-value of .064 was higher than the level of significance. This implies that proactive posture does not have any relationship with productivity in any way. An increase or decrease in proactive posture of a firm do not affect their productivity. Hence the null hypothesis was accepted and sustained. This study disagrees with that of Benard and Barbosa (2012) which remarked that managerial resilient is positively related to organizational performance or employees' output.

Adaptive Capacity and Innovativeness

Based on the result of the analysis, it is clear that there is a significant relationship between adaptive capacity and innovativeness with a P-value of .002 which is less than the level of significance (P-value = .002 < 0.05). hence the null hypothesis was rejected and the alternate hypothesis was accepted. The correlational value (r) was 0.227 which implies that there is a weak positive relationship between proactive posture and innovativeness. When proactive posture increases, innovativeness also increases slightly. On the other hand, the coefficient of determination was 0.052. This shows that 5.2% variation in innovativeness can be accounted for by adaptive capacity of the managers. When the adaptive capacity of an organization increases, the innovativeness of the firm also increases slightly. This finding concord with that of Ahiauzu and Eketu (2015) which show that organizations product innovation is significantly associated with resilient dimensions of organizations such as situational awareness, vulnerability and adaptive capacity of university institutions.

Adaptive Capacity and Productivity

The bivariate analysis of the relationship between adaptive capacity and productivity revealed that there is a significant relationship between the two variables owing to the fact that the significant value of 0.000 was less than the level of significance (0.05). as such, the null hypothesis was rejected and the alternate hypothesis was accepted. Furthermore, the correlational

value of the relationship between adaptive capacity and productivity was 0.392 which implies that there is a positive moderate relationship between adaptive capacity and productivity of hotels. Furthermore, the coefficient of determination was 0.154. this implies that 15% total variation in productivity in the hotel can be accounted for by the adaptive capacity of the manager in the organization. this finding is in agreement with that of Maslach, Jackson and Leiter (2001) which revealed that resilient of managers is significantly connected with organizational performance in relation to innovativeness and productivity bearing in mind that the business environment is turbulent and unstable.

5.0 CONCLUSION AND RECOMMENDATION

Organizations nowadays are consistently striving for ways to enhance the performance of their organizations. The resilience ability of managers when faced with harsh and tempestuous moment will enable them to withstand the difficult moment. No organization can stay beyond the resilience ability of those piloting the affairs of the firm. When the resilience capacity of a firm diminishes, the organization is bound to fail out of business. Ensuring high performance in an unstable environment of business requires consistent resilience capacity of the manager in terms of proactive posture and adaptive capacity. The high proactive posture of an organization will help the firm take necessary advantages of opportunities and it will also help guild against eventualities that could have possibly affect the success story of the organization. Furthermore, the adaptive ability of a firm and its response to uncertainties is relevant in absorbing the shock from the business domain. A firm that possesses high managerial resilience ability will be able to resist the trauma posed by the imponderable business environment. Conclusively, organizations with high managerial resilience, will outperform those with low resilience ability because the higher a firms' managerial resilience the higher their performance in the industry. Owing to this fact, the following recommendations are proffered;

1. The managers of the hotels in Rivers state should be proactive enough to identify probable threat that could impede the performance of the organization and then develop strategies to tackle the threat which will then help enhance their performance.
2. The managers of the hotels should also develop high adaptive culture to resist and withstand any unforeseen eventuality and thus enhance their performance.
3. The managers of the hotels should continuously scan the business environment to easily track opportunities that can help enhance the performance of the organization.
4. The managers of hotels in Rivers state should also ensure that their service delivering are in line with global best practices as such will help enhance their adaptive capacity in turbulent moment and thus enhance their performance.

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Supply Chain Innovation and Marketing Performance: A Review of Literature

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Abstract: *Today organizations are realizing that their level of innovativeness in supply chains is an integral part of strategic success and long-term survival. Supply chain innovation underpins the achievement of sustainable competitive advantage and an ability to respond effectively to rapidly changing markets as organizations strive to be innovative despite intense technological uncertainty. Innovativeness is seen as a complex process that handles environmental and technological uncertainty to seek and adopt new processes, ideas, products and technologies for satisfying customers. This study examines the relationship between supply chain innovation and marketing performance. Mass customization, e-procurement and integration were the dimensions of supply chain innovation discussed. The finding from the review of extant literature reveals that Supply chain innovation significantly influences and predicts marketing performance of organizations. The study recommends that companies should invest in modern technologies by increasing specific efforts and strategies regarding choosing, establishing, comprehending, orientating, enhancing and improving technology. Also, there is need for increased capacity on training and development programmes on supply chain management and provide the employees with resources and facilities to enhance efficiency in supply chain management.*

Keywords: *Supply Chain Innovation, Marketing Performance, Mass Customization, E-Procurement, integration*

INTRODUCTION

The desire of firms to improve their performance in the market is the paramount push behind all marketing decisions and programs, because the market performance of the firm is cardinal to the corporate wellbeing of business undertakings and also determines the continued existence of the firm in the business landscape. Market performance has thus continued to enjoy very attractive investigations from practitioners and academics. Efforts have been made to determine how individual marketing programs affect various aspects of market performance. Thus, with a view to determining the core drivers of market performance, several studies have been conducted (Ateke & Iruka, 2015; Asiegbu, Awa, Akpotu & Ogbonna, 2011). Marketers have realized that it is no longer enough to just provide a value offering to marketplace, and amass tangible assets; but they must also consider their brands as significant intangible assets (Liu, Hu & Grimm, 2010).

Performance is considered the result of activities. It entails the real results a strategic management process. Thus, strategic management is crucial to increase the performance of a company (Wheelmen & Hunger, 2010). An organization's performance entails final output that a company gets as calculated in related to the expected result. According to Richard, Devinney,

Yip and Johnson (2009) actual company's performance covers three areas of organizations outcomes: this includes financial performance (as exemplified by profits, return on assets and return on investment). It also encompassed performance of a product in the market (this covers sales, market share). It also focuses on shareholder return (this can be seen in total shareholder return as well as economic value added).

Today organizations are realizing that their level of innovativeness in supply chains is an integral part of strategic success and long-term survival. Supply chain innovation underpins the achievement of sustainable competitive advantage and an ability to respond effectively to rapidly changing markets as organizations strive to be innovative despite intense technological uncertainty. Innovativeness is seen as a complex process that handles environmental and technological uncertainty to seek and adopt new processes, ideas, products and technologies for satisfying customers. Gunasekaran and Spalanzani (2011) assert that enhanced innovativeness facilitates more sophisticated management procedures and operations in information and physical flow along the supply chain.

To be successful, innovations have to become best practices upon which all supply chain actors capitalize and create value. Innovative supply chain management is seen as a source of knowledge management for all the involved supply chain actors. Innovative supply chain management improves company-partner practices and creates value for customers. The primary motivation for innovative supply chain practice is to increase the organizational performance of the company through customer satisfaction and cost reduction (Batenburg and Rutten, 2003).

Innovativeness assists supply chain managers to foster the development of information and progressive technologies using innovative operations to improve efficiency and service effectiveness. Supply chain innovation is used a tool for transforming the organization as a response to internal or external environmental change. Brettel and Neubauer (2011) argues that innovative products are cost friendly and of high quality. Organizations that utilize supply chain innovation tailor their products and services in a manner that meets the needs of their customers in terms of cost, quality and flexibility. This attracts more customers leading to increased sales and increased organizational performance. Innovative firms succeed in cutting costs since they utilize modern technologies in their processes. This lowers the costs of productions and hence produces quality goods and services at a cheaper cost. This makes the goods and services affordable to the customers thus attract many customers leading to increased sales and organizational performance. This paper seeks to conceptually examine the relationship supply chain innovation and marketing performance.

LITERATURE REVIEW

Theoretical Foundation

Knowledge-Based View

Knowledge-based view considers intangible resources of organizations. According to Stock (2007) this theory looks at various dimensions such as organization learning, organizational capabilities and competencies. It promotes sharing of knowledge as a tool for improving efficiency and value creation. Information is power, the organization that cultivates a culture of

sharing information is able to know and understand its customer needs (Ketchen & Hult, 2007). This helps in tailoring products and services that add value to the customers more efficiently, to meet their needs. According to Ketchen and Hult (2007) supply chain collaboration is one of the supply chain practice that involves sharing of information with the suppliers to create more value for goods and services delivered (Anand & Ward, 2004). Hult, Ketchen and Slater (2004) applied the knowledge-based view to the information process and knowledge development in organizational supply chain performance. The results revealed that use of information process and knowledge development led to reduction in cycle time and cost reduction hence improved supply chain performance. The relevance of this theory with regard to the objective of this study is that it demonstrates innovation in supply chain management is essential in improving the quality of products and services offered by firms. This enables the organization to meet the growing needs of their customers more conveniently in manner that meets customer satisfaction. This enhances the firm's competitiveness (Anand & Ward, 2004).

Supply Chain Innovation

Lavastre, Ageron and Spalanzani (2011) define supply chain innovation as a set of methods and tools that are previously inexistent in companies or their subsidiaries that will be generated, developed and deployed within supply chains to tackle different supply chain issues such as quality, costs and lead-time. Some of the supply chain innovations include: logistics network reconfiguration, Just in Time (JIT), mass customization, reverse logistics, integration and outsourcing. These practices are unique and difficult to imitate by competitors, they enable the firm to gain a competitive edge through utilizing its core competence.

Innovative supply chain practices enable companies to create value for their customers and improve their competitiveness and the performance of the whole supply chain (Chan & Qi, 2003). The importance of innovative supply chain practices is that they assist the organization to create value for their customers and improve competitiveness and performance of the whole supply chain. Organizations use innovative supply chain practices to be the best and unique in the market through providing competitive products and services that are flexible, differentiated, cost friendly and value adding to meet customer expectations.

Dimensions of Supply Chain Innovation

Mass Customization

Mehra and Inman (2014) maintain that mass customization is an innovative supply chain management practice that involves tailoring products and services according to the specific customer needs. The systems aggregate such kind of individual orders and schedules picking, assembly or production. This improves efficiency since the customers can conveniently get products and services that suites their needs. Dowlatshahi (2012) asserts that mass customization is a common practice among the developed countries; customer needs keeps on changing hence it is imperative for the firms to cope with the demands of the market. This can be achieved through developing and designing competitive products that meet the following attributes namely: flexibility, convenience, cost effectiveness and improved value. Some of the benefits of mass customization is that it minimizes stock-out costs and holding costs of the firm since goods are produced upon requisition by customers.

E-Procurement

E-procurement is the use of internet-based information communication technologies (ICTs) to execute individual or all stages of procurement process including sourcing, negotiation, ordering, receipt and post purchase review (Croom & Brandon-Jones, 2004). There are various forms of e-procurement that concentrate on many stages of procurement process for instance e-tendering, e-marketplace, reverse auction, and e-catalogue purchasing. E-procurement also serves an end-to-end solution that integrates and streamlines many procurement processes throughout the organization. The internet has enabled firms to integrate their logistics and procurement systems that were previously conducted in each and every country that they operate. Robinson (1999) identified the importance of e-procurement in cost saving, improved efficiency and single data entry. Use of e-procurement system makes it is possible to monitor and measure orders and their details such as: improved standardization of processes, removal of non-value adding activities. This also minimizes paper work and improved efficiency in order approval and processing of documents.

Integration

One of the information systems that assists firms to integrate their functions and activities include: Electronic Data Interchange (EDI) is a system that integrates business processes hence provide long-term customer and supplier relationships a true spirit of partnership. This enables the firm to mitigate costs, improve placement of orders among others. Most businesses have realized that time and cost savings is achieved by having a link with major suppliers through private networks such as electronic data interchange. According to Lambert (2011) enterprise resources planning (ERP) system is part of the integrated supply chain management system of an organization that integrates all the supply chain partners. Watson and Zhang (2005) argue that an enterprise resource planning package is a database that allows a company to develop and store data that can be used in all the applications. This improves information sharing across the supply chain partners and minimizes communication costs leading to improved supply chain performance.

Marketing Performance

Measuring performance has been a cardinal issue in marketing and stays a vigorous concern for enormous majority of companies (Morgan, Clark & Gooner, 2002). Business practitioners and academics have both been attracted to the topic with an insistence and intentions previously unexampled (Clark, 1999). A wide range of measurement has been adopted to operationalize performance. For example, Narver and Slatter (1994), identified key indicators as return-on-investment, market share and sales growth, Nwokah (2008), used sales growth, profit ability, and market share, and Nwokah and Didia (2015), employed sales growth, customer retention, return on investment, market share, getting valuable information, ability to secure local resource and motivating employees as proxies of business performance. This study adopts customer acquisition, a non-financial measure from extant literature as the measure of market performance.

Performance is considered the result of activities. It entails the real results a strategic management process. Thus, strategic management is crucial to increase the performance of a company (Wheelmen & Hunger, 2010). An organization's performance entails final output that a

company gets as calculated in related to the expected result. According to Richard, *et al.* (2009) actual company's performance covers three areas of organizations outcomes: this includes financial performance (as exemplified by profits, return on assets and return on investment). It also encompassed performance of a product in the market (this covers sales, market share).

Worth mentioning here is marketing performance measurement (MPM). This is used by professionals in marketing to interpret how effective and efficient marketing is (Gerard, 2008). This objective is achieved by a very clear concentration on the process of a firm's marketing activities (Collins, 2007). The strategy involves the deliberate creation of a reliable metrics framework. The framework is used to monitor marketing performance. It then helps a firm develop and use marketing dashboards in managing a firm's marketing performance. Marketing performance measurement is expected to focus on measuring, managing, as well as analyzing marketing performance. The objective is to get the maximum effectiveness and also maximize the company's return (Ament, 2008).

Supply Chain Innovation and Marketing Effectiveness

To meet customer needs companies must find new sources of competitiveness and engage in unceasing innovation. These innovations can either be incremental or radical. Radical innovations require implementing completely new knowledge that renders obsolete the existing knowledge. This kind of innovation is difficult to imitate by competitors since the firm utilizes its core competence and capabilities that are unique as compared to that of competitors. This attracts more customers, more sales and hence improved organizational performance (Cao & Zhang, 2011). On the contrary, incremental innovations introduce minor changes and adaptations gradually over a period of time.

Product and service innovations, like developing high-tech products or value-added services, are means by which companies are able to cope with competitors and international pressure. Calia and Guerini (2007) indicates that to achieve product development in an uncertain environment, communications and coordination between members of the supply chain has to be intensive. Indeed, relationships that companies develop with their suppliers and customers can ultimately be considered as competitive tools which contribute to improved organizational performance. This conforms to a study conducted by Huang and Liu (2014) that examined supply chain integration and supplier's performance relationships of manufacturing firms. The findings revealed that adoption of modern technologies led to improved organizational performance.

According to Roy and Wilkinson (2004) innovative supply chain focuses on relentless improvement of the supply chain cost structure through standardization and simplification. This improves customer satisfaction and lowers materials costs. With innovative supply chain, an organization can collaborate with business partners through integration of data and processes. This improves information sharing and thus minimizes communication costs leading to improved decision making. This enables the firm create alignment around common business goals that invent new methodologies, tools and processes to improve efficiency and performance of the firm.

Batenburg and Rutten (2003) explains that innovative supply chain practices ensures continuous improvement of supply chain functions which leads to competitive advantage and differentiation

of products and services to meet the growing and changing needs of customers. Organizations that adapt innovative supply chains utilize innovative technology in their systems and processes. This enables the organization to improve procurement workforce productivity and hence improve organizational performance.

CONCLUSION AND RECOMMENDATION

The finding from the review of extant literature reveals that Supply chain innovation significantly influences and predicts marketing performance of organizations. The study recommends that companies should invest in modern technologies by increasing specific efforts and strategies regarding choosing, establishing, comprehending, orientating, enhancing and improving technology. Also, there is need for increased capacity on training and development programmes on supply chain management and provide the employees with resources and facilities to enhance efficiency in supply chain management.

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Entrepreneurial Orientation and Unemployment Reduction: Empirical Evidence from Nigeria

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Abstract: *Entrepreneurial Orientation is considered one of the consequential means of boosting employment in an economy. Entrepreneurial orientation in Nigeria currently is warranted by the materiality that entrepreneurial orientation is a conspicuous procurator in economic growth and development and also the antidote for unemployment reduction. The broad objective of this study is to analyze the effect of entrepreneurial orientation on unemployment reduction in Nigeria. The survey design was adopted for the study and the questionnaire was used to source for primary data. The stratified random sampling technique was employed to choose 200 entrepreneurs from four recognized Local Government areas in Rivers State. The ordinary least square (OLS) method was used to test the relationship between entrepreneurship orientation and unemployment reduction in Nigeria. The findings of the study reveal that entrepreneurial orientation significantly contribute to unemployment reduction in Nigeria, The study recommends that Nigerian policy makers should pay more attention to entrepreneurial orientation and increase investments in that area to ensure unemployment reduction in the country. The study also recommends that governments should embark upon adequate security, and create enabling environments for entrepreneurial activities to blossom*

Keywords: *Entrepreneurial orientation, unemployment reduction, Nigeria*

INTRODUCTION

Unemployment is a major developmental problem all developing economies of the world are currently grappling with (Patterson *et al.* (2006) Unemployment is a state of absence of jobs especially when people earnestly search out for jobs before the end of five weeks (International Labour Organization, 1982; Fajana, 2000). An increase in the rate of unemployment in an economy leads to an increase in the poverty level and combined welfare questions (Emeh, I. E., et al., 2012). With the labour force of almost 3 million people annually entering into the labour market, unemployment of persons of 15 years and above was estimated at 3.8% and youth unemployment estimated at 5.0%, as at 2006 (Osibanjo, 2006). Therefore it is quiet certain that a good Entrepreneur can create a robust economy. The entrepreneurial outcomes are the vital or life-giving force, or components of businesses around the world. Firms consequently, endeavor to precisely adapt to these regulations and standards in order to remain conformable, and to increase the efficacy and plausibility of the business. This is apparent from the fact that all activity executed by businesses rotate around learning and gratifying the needs of the customers (Ayyagari *et al.*, 2003; Chen, 2005; Choi & Hwang, 2015). Entrepreneurial orientation as a firm level strategy is adopted by entrepreneurial firms to institute their organizational purpose, nurture

their vision and catalyze competitive advantage (Wiklund & Shepherd, 2005).

Currently, there exist a number of scholarly inquires on entrepreneurial orientation and unemployment reduction. For example, Hassan (2013) study was on curbing the unemployment problem in Nigeria through entrepreneurial development, Okoye-Nebo (2014) examined youth unemployment and entrepreneurship development: challenges and prospects in Nigeria, Olayinka, Olusegun and Babatunde (2015) assessed entrepreneurship and poverty reduction in Nigeria:, and Ojo, Petrescu, Petrescu and Bîlcan (2017) investigated the impact of innovation on entrepreneurial success in Nigeria.

This present study is an addition to the current cream of literature on entrepreneurial orientation and unemployment reduction in Nigeria. Interestingly, a look at the cream of literature, appear to indicate that the abovementioned empirical studies have investigated the economic contributions of entrepreneurial orientation on unemployment reduction. This research interest is therefore informed by recognizing the unique nature of entrepreneurial orientation as engine for economic growth that is associated with positive impacts in terms of generating employment, enhancing growth in GDP and reducing unemployment. Therefore, our study attempts to institutionalize the economic contributions of entrepreneurial orientation (Proactiveness, Innovativeness, Autonomy and Competitive aggressiveness) on unemployment reduction in Nigeria. This is the background that motivated this study.

Statement of the Problem

Nigeria has numerous business and investment potentials due to the bounteous, flourishing and vigorous human and natural resources it owns. Anyadike, Emeh and Ukah (2012) posit that despite these human and natural resources, Nigeria is one of the pauperized countries in the world with one of the highest rates of youth unemployment in Africa, and in spite of its supposed vigorous natural resource endowment. In fact, the degree of unemployment in Nigeria has become prevalent, portrayed by cases of kidnapping and cultism. For instance, there were approximately 12, 770 cases of vandalism, especially of oil pipelines and installations, registered in Nigeria between 2000 and 2007 (Nwankwo & Ezeobi, 2008).

In respect of these regrettable and despicable situations, the government has not done enough to curtail the nightmare and exasperations of the inhabitants of the country. This has inserted surreptitiously a condition of unredeemability on generality of the citizenry who have recourse to any method encompassing grave offense especially against morality to turn out well in life, as a result of being unemployed. This is a perturbing state and this study insinuates that entrepreneurial orientation is paramount in the reduction of unemployment in Nigeria.

Entrepreneurial orientation in Nigeria currently is warranted by the materiality that entrepreneurial orientation is a conspicuous procurator in economic growth and development and also the antidote for unemployment reduction. Thus, with a view to complementing the body of existing knowledge on entrepreneurial orientation and unemployment reduction, the current study seeks to investigate the association between the variables; using Proactiveness, Innovativeness, Autonomy and Competitive aggressiveness on unemployment reduction.

LITERATURE REVIEW AND HYPOTHESIS

Entrepreneurial orientation

- Entrepreneurial orientation is vital or wholesome compeller, of businesses globally. Firms accordingly, make an effort to accurately familiarize themselves to these

convention and standards in order to stay conformable, and to boost the usefulness and plausibility of the business. Naldi, Nordqvist, Sj berg, and Wiklund (2007) noted that Entrepreneurial orientation (EO) is a substantiated construct that has fascinated earth-shattering research. Jantunen, Puumalainen, Saarenketo, and Kylaheiko (2005:227) declare that entrepreneurial orientation is “opportunity recognition in new markets.” Lumpkin and Dess (1996: 136) posit that an entrepreneurial orientation “refers to the processes, practices, and decision making activities”, which directs the operations to the inherent routine of entrepreneurship, concerning purposes and exploits. Izagah and Ikegwuru (2016:220) perceives entrepreneurial orientation as “the entrepreneurial strategy making processes which key decision makers apply to act out their firms reason to be, sustains its vision, and create competitive advantage(s)”. Entrepreneurial orientation (EO) therefore, connotes firms’ decision-making processes and styles of taking actions on entrepreneurial conditioning. Lumpkin and Dess (1996) insinuate that entrepreneurial behavior of firms is underpinned by five processes within an organization, referred to as entrepreneurial orientation. They suggested five dimensions of entrepreneurial orientation namely autonomy, innovativeness, risk taking, proactiveness and competitiveness. These are the major dimensions that characterized entrepreneurial orientation.

Proactiveness

According to Frank, Kessler and Fink (2010), proactiveness is a firm’s strategic orientation that garners peculiar entrepreneurial facets of decision-making styles, methods and practices. Okpara (2009) refers to it as an attempts to be future conscious by hunting new opportunities which may or may not be affiliated to the current line of business which empowers introduction of new products and brands before competition. Venkatraman (1989) and Rauch, Wiklund and Frese (2004) visualize Proactiveness as attempts to ascertain coming opportunities, even when these opportunities may be kind of disconnected to existing operations. For Boohene, Marfo – Yiadom and Yeboah (2012), proactiveness is triumph oriented, accentuating drive taking, expecting, generating change, and presaging progression concerning a judgmental situation and beforehand preparation earlier in time to the circumstance of the to be about to happen misgiving of risk. Kropp, Lindsay and Shoham (2008) see proactiveness as a proxy of entrepreneurial orientation that is a chance-searching and free-expression point of view that has a part in performance in expectation of future demand and directions, and subsequently underwriting on these chances to grow advantage.

Innovativeness

Schumpeter (2002: 299) noted that the “purest type of entrepreneur genus” is “the entrepreneur who confines himself most strictly to the characteristic entrepreneurial function, the carrying out of new combinations”, in a word: innovation. According to Lumpkin and Dess (1996: 142) innovativeness mirrors the aptness for an enterprise “to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes”. Lumpkin and Dess (1996) describe innovation as a consequential means of tracing opportunities and so is a significant constituent of an entrepreneurial orientation.

Lumpkin and Dess (1996: 143) provided a good reason for the use of innovativeness as a

dimension of an entrepreneurial orientation since it “reflects an important means by which firms pursue new opportunities”.

Autonomy

Lumpkin and Dess, (1996: 140) refers to autonomy as action “bringing forth an idea or a vision and carrying it through to completion”, Entrepreneurs are associated with more of a degree of freedom in combining and organizing resources. Bird and Jelinek (1988) affirm that autonomy is “a tendency toward independent and autonomous action” is a major element of an entrepreneurial orientation, since transnationality must be exercised

Competitive aggressiveness

Lumpkin and Dess (1996: 148) postulate that competitive aggressiveness “refers to a firm’s propensity to directly and intensely challenge its competitors to achieve entry or improve position”: to achieve competitive edge over other competitors in the industry.

Competitive aggression as a proxy of an entrepreneurial orientation relates to “the type of intensity and head-to-head posturing that new entrants often need to compete with existing rivals” (Lumpkin & Dess ,1996 : 139). Covin and Covin (1990) perceived competitive aggressiveness of an enterprise to be imaged in an endeavour to overpower competitors by proactive and innovative measures; by launching initiatives that competitors then respond to; by being the first to introduce new techniques or products; and by demonstrating an enormous competitive posture. Derfus *et al.* (2008) noted that alternatively, firms that introduces competitive initiatives slower than competitors frequently do not make it in the competition.

Lee and Lim (2009) remarked that for a firm to deliver the goods in its operations, it must be competitively aggressive, so as to outperform. Li, Huang and Tasai (2010) contend that the term competitive aggressiveness demonstrates a battle to beat the competitors. It is characterized by a combative attitude or aggressive response.

Unemployment

World Bank (1998) defines the unemployed as figures of the economically functional population who are not having work but accessible for and searching work, embracing people who have misplaced their jobs and those who have willingly left work. The Doreo (2013) reveals that the unemployment rate in Nigeria is currently increasing at the rate of 16 per cent annually with the youth being the most affected and accounting for three times the overall unemployment. The following has been suggested as the measures to curb unemployment in Nigeria: Good and Competent Governance, Aggressive Emphasis on Entrepreneurial Education, More Investment in Youth Intensive Sectors, Diversification of the Economy, Conducive Investment Climate or Enabling Environment Value Re-orientation, Honesty, Dignity of Labour and Hard work (Nwanguma *et al.* ,2012; Adesina, 2013; Salami, 2013

Previous empirical studies on entrepreneurial orientation and unemployment reduction

Ojo, Petrescu, Petrescu and Bîlcan(2017) investigated the impact of innovation on the entrepreneurial success in Nigeria. The study sought to test the relationship between innovation, the financial performance of company and firm’s competitive advantage through correlation and regression analysis. Data were analyzed using descriptive and inferential statistics and hypotheses were tested at 0.05 significant levels with the aid of parametric student t-test. The results

revealed that there is a positive relationship between innovation and the financial performance of company.

Olayinka, Olusegun and Babatunde (2015) empirically studied the impact of entrepreneurship training and education on poverty reduction in Nigeria. The researcher adopted a stratified random sampling technique, 500 entrepreneurs and apprenticeships were chosen from six recognized Local Government in Lagos State. The best linear unbiased estimator was used to test the relationship between entrepreneurship training and poverty reduction Nigeria. The result emanated from the findings suggests that there exist a positive and significant relationship between entrepreneurship and poverty reduction and this was confirmed by the value of R² the coefficient of determination. The study therefore recommends that the government should be wary of encouraging entrepreneurship training in all level of government as well entrenching it primary schools, tertiary institutions and inculcating it in the National University Commission curriculum.

Hassan(2013) examined the curbing of unemployment problem in Nigeria through entrepreneurial development. The study utilized primary data sourced from 220 respondents in Kogi State through administering of questionnaire. The statistical tools adopted to test the responses were the simple percentage and the Chi-square research techniques. The study revealed that the unemployment situation in Nigeria can be solved through entrepreneurial development and that government effort in this regard is not enough in view of the weightiness of the unemployed in Nigeria. Therefore, the study recommended that solving the unemployment problem should not be left in the hands of the government alone rather the public private partnership approach should be adopted to enable private individuals in to establish entrepreneurial development centers as well.

From the review of literature, the paper developed the following conceptual framework.

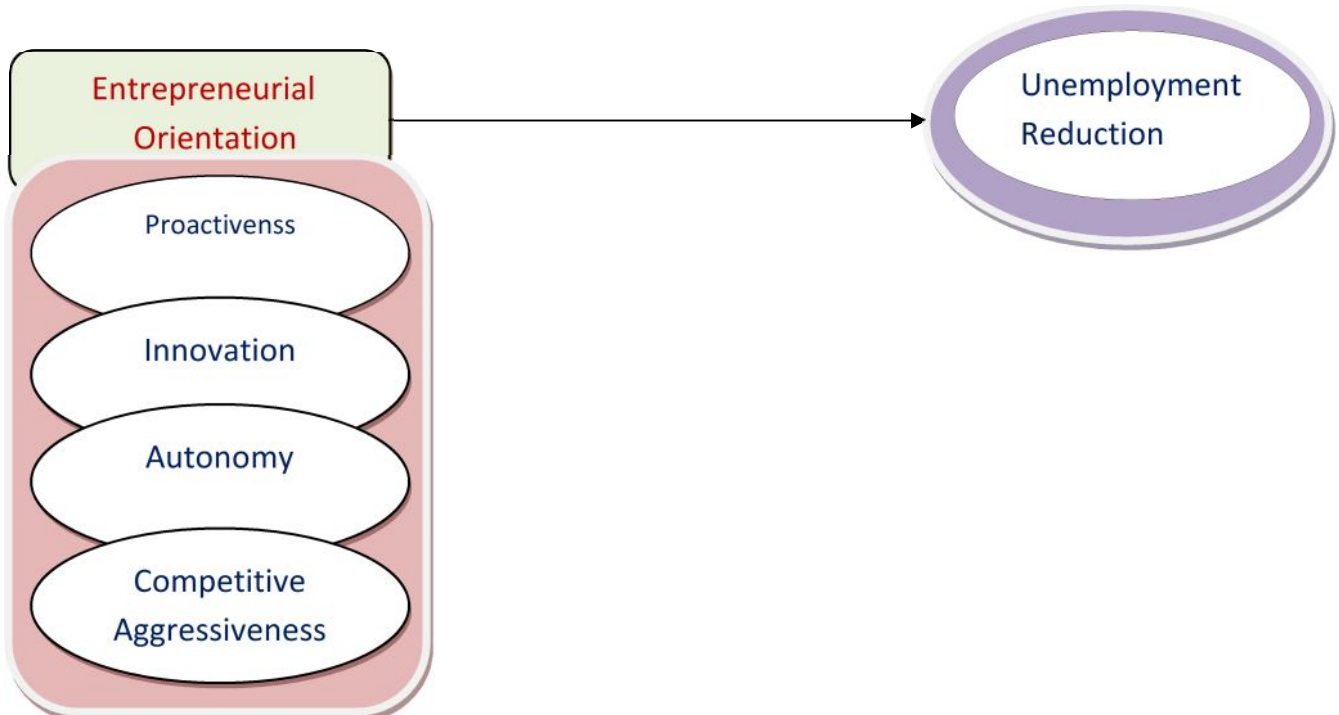


Figure 1: Proposed Research Framework

Sources: Lumpkin, G. T. and Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21 (1), 135–173.

Salami, C.G.E. (2013). Youth unemployment in Nigeria: A time for Creative Intervention. *International Journal of Business and Marketing*, 1(2), 18-26,

This study investigates the relationship between entrepreneurial orientation and unemployment reduction. Based on the research framework in figure 1, the components of entrepreneurial orientation encompasses proactiveness, innovativeness, autonomy and competitive aggressiveness significantly influence unemployment reduction.

Hence, the following hypothesis was tested:

H1: The entrepreneurial orientation variables do not exact significant influence on unemployment reduction in Nigeria.

RESEARCH METHODOLOGY

The survey design was adopted in the execution of the study. The survey design was chosen because information was collected from a group of people under study. So, the design was specified to use questionnaire to source for primary data. The study adopted a stratified random sampling technique to choose 200 entrepreneurs from four recognized Local Government areas in Rivers State of Nigeria. The ordinary least square (OLS) method was used to test the influence of entrepreneurship orientation variables on unemployment reduction in Nigeria.

Model specification

The model is specified as follows:

$$UEMPR = f(EO) \dots \text{equ (i)}$$

$$UEMPR = \alpha + \beta_1 EO + \mu \dots \text{(ii)}$$

$$UEMPR = \alpha + \beta_1 EO + \mu \dots \text{equ (iii)}$$

Where:

UEMPR – Unemployment Reduction

EO – Entrepreneurial Orientation

PRESENTATION AND ANALYSIS OF DATA

Regression Analysis

The regression is between independent and dependent variables: The independent variable is entrepreneurial orientation that encompasses proactiveness, innovativeness, autonomy and competitive aggressiveness, while the dependent variable is unemployment reduction. The test of hypotheses is given below:

Test of Hypothesis

Model 1

Dependent variable: Unemployment Reduction

Method: Ordinary Least Square

Sample: 200

Table 1: Entrepreneurial Orientation and Unemployment Reduction

Variables	Coefficient	Std Error	T-Statistic	VIF
CONSTANT	0.817	0.532	11.531	
LOG (EO)	0.733	0.88	4.746	4.586

Source: Regression Result (2020)

R2 (Coefficient of determination) = 0.847

R2 (Adjusted coefficient of determination) = 0.846

Durbin Watson = 1.195781

F – Value = 265.771

DISCUSSIONS OF FINDINGS

The study examined the impact of entrepreneurial orientation on unemployment reduction in Nigeria. The ordinary least square (OLS) method was used in analyzing data. The findings of the study reveal that: entrepreneurial orientation variables contribute significantly to unemployment reduction in Nigeria. The t-tests showed that: entrepreneurial orientation has a significant impact on unemployment reduction in Nigeria. The f-test shows that entrepreneurial orientation has a significant impact on unemployment reduction in Nigeria at 5% level of significance. The adjusted coefficient of determination (R2) shows that 84.7% variations in unemployment reduction are being accounted for by entrepreneurial orientation. 84.7% shows a good fit for the model. From the regression result, Durbin Watson (WC) value for the model is 1.195781. This value is closer to zero than two and indicates that there is perfect positive autocorrelation in the model.

The variance inflation factors of the variables are less than 10, implying that, there is no multicollinearity in the explanatory variable.

There is no heteroskedasticity in the model. The study therefore establishes that entrepreneurial orientation significantly contributes to

unemployment reduction in Nigeria. This finding supports that of Hassan (2013) who reveal that the unemployment situation in

Nigeria can be solved through entrepreneurial development and Olayinka et al. (2015) who found that there exist a positive and

significant relationship between entrepreneurship and poverty reduction.

Based on the findings, it can be concluded that, entrepreneurial orientation is a major predictor of unemployment reduction in Nigeria. The results are consistent with other studies that establish that entrepreneurial orientation affects unemployment reduction (Hassan, 2013; Olayinka et al.,

2015; Ojo et al., 2017). The findings extend empirical studies by showing that entrepreneurial orientation has positive effects on unemployment reduction.

CONCLUSION AND RECOMMENDATIONS

This study examined the significant impact of entrepreneurial orientation on unemployment reduction in Nigeria. Appropriate development of entrepreneurial orientation is fundamental to any tectonic unemployment reduction programme that must be anchored by any developing nation. This study through its findings has proved beyond reasonable doubt that entrepreneurial orientation is a veritable catalyst to unemployment reduction, since the entrepreneurial orientation variables under study exact significant influence on unemployment reduction

The study therefore, recommends that Nigerian policy makers should pay more attention to entrepreneurial orientation and increase investments in that area to ensure its ability to reduce unemployment in the country

The study also recommends that governments should embark upon adequate security in Nigeria and create enabling environments for entrepreneurial activities to flourish

CONTRIBUTIONS TO KNOWLEDGE

This study serves as a useful research report in Nigeria on the influence of entrepreneurial orientation and unemployment reduction, and contributes to literature and knowledge globally.

SUGGESTION FOR FURTHER RESEARCH

Further studies in this area should capture the Nigerians' government investments in entrepreneurial orientation projects in recent times and how it affects unemployment reduction in Nigeria.

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Transaction Convenience and Customer Patronage of Deposit Money Banks in Port Harcourt

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Abstract: *This study was on transaction convenience and customer patronage of deposit money banks in Port Harcourt. Data were collected through questionnaire from 91 sampled respondents. The hypotheses were tested with Spearman's rank correlation coefficient with the aid of SPSS, statistical software. It was found that there is a significant relationship between perceived time, repeat purchase and word of mouth. Also, there is a significant relationship between perceived effort, repeat purchase and word of mouth. Based on the findings, the study concludes that there is a significant relationship between transaction convenience and customer patronage of deposit money banks in Port Harcourt. Therefore the study recommends that; deposit money banks in Port Harcourt should improve on their transaction convenience to increase customer patronage. Deposit money banks should try to exceed customer expectations in terms of perceived time and effort on transaction to earn their repeat purchase and word of mouth.*

Key words: *Transaction Convenience, Customer Patronage, Perceived Time, Perceived Effort, Repeat Purchase, Word of Mouth*

INTRODUCTION

The significance of banking structure in trade and industry growth and development cannot be destabilized globally, In Nigeria general. They provide a mechanical system to group savings and convert them into investment. A bank serves as a mediator between depositors and borrowers. Globalization and financial liberalization constitute major changes that have significantly affected banks and this has resulted in competition between banks forcing individual banks to find new market to expand (Olanipekun, Brimah & Ajagbe, 2013).

The banking industry no doubt has witnessed advancement in technology just like any other sector; the adoption of e-banking service is one of these as it affects banking operations entirely (Adewoye, 2013). The importance of e-banking in the 21st century cannot be over emphasized because its introduction has given business opportunity to accomplish greater productivity and profitability since trading and transactions would be carried out through communication network which makes it faster even as distance would no longer be a barrier to effective transaction (Fagbuyi, 2003).

Empirically, many studies have been carried out on the service quality with how transaction convenient can impact on consumer's patronage with other related construct. For instance, Dai and Salam (2014) stated that transaction convenience is necessary for customers as they want to quickly conclude their purchase and save their time and effort. According to Kaura *et al.* (2015) customer Feel that online transaction is complicated process, thus providing convenience by making it simple or giving other means of payment will increase customer

satisfaction. Additionally, Aagja *et al.* (2011) confirms that transaction convenience has positive impact on customer satisfaction.

Balogun, Ajiboye and Dunsin (2013); and Mahmood (2013) investigated the factors that influenced customer satisfaction with E-Banking in Nigeria and Pakistan respectively. They found that internet banking products have significant effect on customers' satisfaction. Customers are presumed to be one of the most important stakeholders in any organization because without them, organizations are not likely to succeed. Hence, marketers emphasize on research in the area of consumer behavior and particularly behavioral intention. Knowledge of consumer behavior will go a long way in ensuring effective marketing policies towards the interest of customers which will eventually facilitates positive customer attitude towards the organizations. More especially, since customer behavioral intention is a strong indication of his actual behavior (Kotler, 2006).

In service industry such as banks, customers are always looking for convenience in purchasing products or service due to time and budget constraints. Thus, some customers are no longer buying products in the brick-and-mortar stores as they can now transact online because of added values online shopping brings. It is more convenient and time saving for customers thus encouraging retailers to move to online virtual stores which help to strengthen customer relationship (Seiders, Berry & Gresham, 2000).

Service convenience is simply concerned with the provision of quality service to customers. Banks' ability to render a more quality services to their customers would definitely be evidenced in their customer base as every customer would want a quality service. Obviously, one of the factors that separate competitors (Banks) from other banks in the banking industry is their level and quality of services delivery which includes; waiting convenience, access convenience, transaction convenience, benefit convenience and non-monetary cost. This is because service convenience may determine the level of customer patronage and consequently the customer base of any banks. The patronage by customers on the service delivered by a given bank, no doubt may influence the level of satisfaction they derive from it. Convenience in relation to bank service delivery is the customer's evaluation of the service in terms of whether that service met their needs and expectation (Babatunde and Kemi, 2011). Researchers in marketing recognize that overall convenience is a second-order construct that consists of five convenience types: decision, access, transaction, benefit, and post-benefit convenience (Aagja, Mammen & Amit, 2011; Rahman & Parisa, 2014). On this premise, this paper seeks to examine transaction convenience and customer patronage of deposit money banks in Port Harcourt.

Statement of the Problem

In reaction to customers' anticipation, banks have to afford an excellent service to customers who are sophisticated and will not accept less than above average service. Thus, the issue of service convenience in general, and banking services in particular has become one of the most important and modern directions which have witnessed a substantial expansion during the last years in almost all societies (Agboola, 2000).

In response to the demands for quick, efficient and reliable services, industry players are increasingly deploying technology as a means of generating insights into customers' behavioral patterns and preferences. Well-developed outsourcing support functions (technology and operations) are expected to provide services and manage costs (e.g. Automated Teller Machinenetworks, Cards processing, Bill presentment and Payments, Software Development,

Call centre operations and Network management).

In the service industry such as the banking sector, emphasis is now on conveniences as more customers now complain on many factors such as the unlimited time they spend in the bank for transactions (waiting time), outrageous bank alert and other network related issues, monetary cost they incurred in services rendered as well as the low value/benefit attached to their patronage.

Most Banks' service delivery system in Port Harcourt is sometimes interrupted by rowdiness of its customers and randomness of their arrival and service time. Population explosion is one of the single largest challenges faced by the banks. This scenario, in banks, makes its customers filed up in a queue system for an orderly service performance. It is a common experience in factually every economic life. There is barely any economic activity that this inconveniency is not necessary. Customers wait on line to get attention of the cashiers in the banks and therefore, it is always a desire of every customer to obtain an efficient, prompt convenience service delivery from a service system.

It is very expensive to get new customers than to retain old customers. Keeping customers requires customer service staff in banks to be mature and intelligence. Banking has seized to be an entirely arm chair profession largely directed by conservative men who have been stripped of initiatives. Jegede (2014) stated that as a global banking, the only way to succeed is to develop an effective global banking management system with personnel capable of designing and implementing transnational business strategies through the use of modern technology. Based on these facts, this study seeks to ascertain the nexus between transaction convenience of deposit money banks services and their customer patronage in Port Harcourt.

This study is built on the assumption conceptualized in the figure below

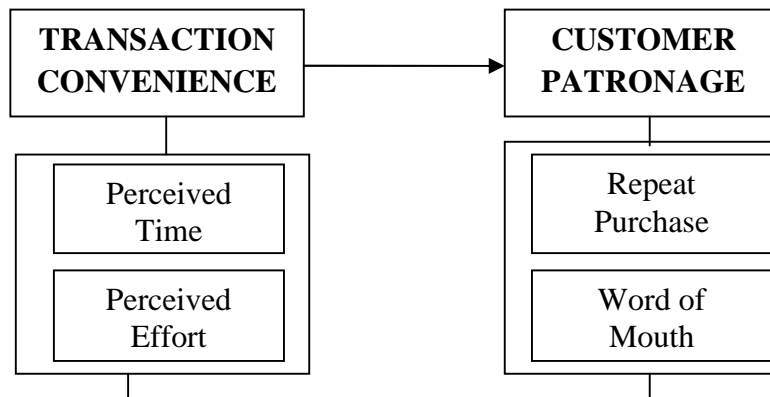


Figure 1: Conceptual Framework of Transaction Convenience and Customer Patronage

Source: Predictor variables adapted from Brown (1990) while criterion variables based on desk review, 2019.

Objectives of the Study

The main objective of the study is to examine the relationship between transaction convenience and customer patronage of deposit money banks in Port Harcourt. Other objectives include:

1. To determine the relationship between transaction convenience and repeat purchase.

2. To explore the relationship between transaction convenience and word of mouth.

Research Questions

Based on the objectives of the study, the following questions are raised.

1. To what extent is the relationship between transaction convenience and repeat purchase?
2. To what extent is the relationship between transaction convenience and word of mouth?

Research Hypotheses

The following null hypotheses are developed for the study.

H₀₁: There is no significant relationship between perceived time and repeat purchase.

H₀₂: There is no significant relationship between perceived time and word of mouth.

H₀₃: There is no significant relationship between perceived effort and repeat purchase.

H₀₄: There is no significant relationship between perceived effort and word of mouth.

REVIEW OF RELATED LITERATURE

Theoretical Framework

This study is anchored on adaptation-level theory. The theory was originated by Helson in 1964 and applied to customer patronage and satisfaction by Oliver. Helson (1964) simply put his theory as follows: “it posits that one perceives stimuli only in relation to an adapted standard. The standard is a function of perceptions of the stimulus itself, the context, and psychological and physiological characteristics of the organism once created, the ‘adaptation level’ serves to sustain subsequent evaluations in that positive and negative deviations will remain in the general vicinity of one’s original position, only large impacts on the adaptation level will change the final tone of the subject’s evaluation”.

According to adaptation level theory, exposure to earlier stimuli serves as a frame of reference by which later stimuli are judged. These earlier stimuli are mathematically combined to form one’s unique adaptation level. Later stimuli that are similar to the adaptation level produce a different response, where as stimuli that are significantly different from the adaptation level can produce either positive or negative responses. New experiences are integrated into the adaptation level, which can cause one’s adaptation level to shift. Then result of these processes is that stimuli have only temporary effects.

Solomon and Corbit (1973,1974), explains the means by which emotional responses to stimuli are regulated by an underlying physiological mechanism involving feedback loops sensing and responding to affective and physiological changes. Solomon and Corbit argued that in the absence of emotionally arousing stimuli, people experience a state of hedonic neutrality; that is, in most instances, people are in a neutral rather than in a positive or negative emotional state.

This theory is quite applicable to the present study on transaction convenience and customer patronage. Every consumer is a psychological being and is influenced by what they perceive to positively influence their buying behavior. This theory gave us an understanding of

consumers respond to service in terms of what they can benefit and how convenient they perceive it.

Concept of Transaction Convenience

Transaction convenience involves consumers' perceived time and perceived effort to initiate service delivery (Brown, 1990). It involves consumers' required actions to request service and, if necessary, be available to receive it. Consumers may initiate service in person (going to a restaurant), remotely (telephoning a take-out order), or through both means (telephoning for a reservation and then going to the restaurant).

Service facility location, operating hours, parking accessibility, and remote contact options figure prominently in the access convenience of firms that rely on consumers' physical presence (Seiders, Berry & Gresham, 2000). Receiving the service, which may be separated by space and time from requesting it, can be affected by service delivery capacity and flexibility and the option to make appointments or reservations (Bitner, Brown & Meuter, 2000).

Transaction Convenience in buying a good falls in the realm of service convenience, such as the convenience of a store's location or a product's location in the store. Access convenience is important because so many services require consumers' participation. Consumers must be present at the right time and place. Firms can improve access convenience by (1) offering consumers multiple ways to initiate service, including the use of self-service technologies; (2) separating required front-end administrative tasks in time and place from the benefit-producing part of a service, such as allowing consumers to reserve a rental car online; (3) bringing the service to the consumer rather than bringing the consumer to the service; and (4) reducing consumers' time and effort in moving from the core service (such as buying a home) to functionally related services (such as mortgage financing and home owners' insurance) (Dai & Salam, 2014; Kaura *et al.*, 2015).

One reason for the growing use of self-service technologies, as discussed by Meter and colleagues (2000), is that many of them reduce time and effort costs for inseparable services. Access convenience is a primary reason for consumers to self-perform certain services. Self-service reduces consumers' dependence on service providers whose accessibility may be inconvenient. Automatic teller machines are popular in part because they are available when financial institution offices are closed. Nothing happens until consumers gain access to the service. Ultimately, services marketing success may rest on whether a convenience-minded consumer is willing to make a left turn into traffic to reach the service facility. The speed and ease with which consumers can access the service may powerfully influence the choices they make (Kaura *et al.*, 2015).

According to Brown (1990), transaction convenience has two dimensions; perceived time and perceived effort. Consumers spend time and effort deciding on, accessing, transacting for, and benefiting from a service. They may also need to spend more time and effort after the service encounter. Consumers' perceptions of transaction convenience directly affect their perceptions of a firm's service quality and their satisfaction with a specific encounter or experience. Because time and effort are personal resources consumers must give up to buy or use a service, fairness issues also may surface when consumer convenience expectations are violated. Based on this, this study adopts perceived time and perceived effort as dimensions of transaction convenience.

Perceived Time

Researchers characterize time as a limited and scarce resource (Jiang *et al.*, 2013; Chang *et al.*, 2012); the term saving time actually means reallocating time across activities to achieve greater efficiency (Chang *et al.*, 2012). Time, unlike money, cannot be expanded; it is finite (Berry, 1979). Studies indicate that people differ in their temporal orientation, including perceived time scarcity, the degree to which they value time, and their sensitivity to time-related issues (Seiders *et al.*, 2000). Time has been classified according to work and non work roles; non work includes activities of necessary self maintenance, household maintenance, and leisure. Classifying activities allows an understanding of why noneconomic variables are significant why consumers sometimes seek to prolong rather than minimize time expenditures (Dai & Salam, 2014). For example, consumers may choose a mode of travel that is more expensive and time-consuming than alternatives (Seiders *et al.*, 2000).

Perceived Effort

Consumers' energy expenditures, or effort are acknowledge to be a distinct type of non monetary cost that, like time, influence perceived convenience and satisfaction (Seiders, Berry & Gresham, 2000).The dimension of physical effort has received little attention in consumer research, and emotional effort has been explored only slightly more (in relation to the psychological costs of waiting). However, cognitive (or mental) effort has been the focus of many studies in psychology, decision theory, economics, and marketing (Bhatnagar, Misra & Rao, 2000). A consistent finding is that people have limited cognitive resources and, as cognitive misers, understanding service convenience conserves these resources during decision making (Chang *et al.*, 2012). Studies suggest that people have only limited ability to estimate or predict how much effort will be required by a task (Chang *et al.*, 2012). Moreover, Bettman, Johnson and Payne (1990) find significant individual differences in consumers' perceptions of required effort.

Concept of Customer Patronage

According to the New Webster Dictionary (1994), Patronage can be said to mean "the material help and encouragement given by a patron, in this instance the patron is seen to be a customer in an exchange transaction. It could also mean "the act of being a regular customer to a shop. In a highly competitive industry, such as banking, satisfying the customers should be the primary focus of firms that wish to sustain patronage (Sulek & Hensley, 2004).

According to this theory, the distinction between behavioral intention and other behaviors enables us to understand factors that define attitudinal influence (Ajzen & Fishbein, 1980). According to Householder and Green (2002), the theory of reasoned action was as a result of previous studies on attitude and behavior. The theory of reasoned action came as result of frustration with traditional attitude-behavior research, much of which found weak correlations between attitude measures and performance of volitional behaviors"(Hale, Householder & Green, 2002).

Derived largely from the social psychology setting, the Theory of Reasoned Action (TRA) as proposed by Ajzen & Fishbein (1975, 1980) has three (3) components: behavioral Intention (BI), Attitude (A), and Subjective Norms (SN). TRA suggests that a person's behavioral intention depends on the person's attitude about the behavior and subjective norms (BI=A+SN). Hence, if an individual decides to enact a given behavior, then it is likely that the person will act it.

It is important to note that purchase action by a customer entails psychological principles that has been developed to harness an understanding of consumers' needs so that products can be developed, designed, and communicated in a rightful manner that can reflect the relevant and important needs of consumers. Consumer decision making is a process consisting of five stages that people go through when deciding on what products or services to buy or patronize a firm, practitioners have traditionally described consumer decision making as a series of five progressive stages namely: need recognition, information search, evaluation of alternatives, purchase decision, and post purchase processes (Grewal & Levy, 2010). However, the following measures of customer patronage such as word of mouth, repeat purchase are hereby discussed below;

Word of mouth

Consumers often share opinions, news, and information with others. They chitchat about vacations, complain about movies, or rave about restaurants. They gossip about co-workers, discuss important political issues, and debate the latest sports rumors. Technologies like Facebook, Twitter, and texting have only increased the speed and ease of communication. Thousands of blogs, millions of tweets and billions of emails are written each day.

Such interpersonal communication can be described as word of mouth, or "informal communications directed at other consumers about the ownership, usage, or characteristics of particular goods and services or their sellers," (Westbrook, 1987). Word of mouth includes product related discussion (e.g., the Nikes were really comfortable) and sharing product related content (e.g., Nike ads on YouTube). It includes direct recommendations (e.g., you'd love this restaurant) and mere mentions (e.g., we went to this restaurant). It includes literal word of mouth, or face-to-face discussions, as well as "word of mouse," or online mentions and reviews.

Word of mouth has a huge impact on consumer behavior. Social talk generates over 3.3 billion brand impressions each day (Keller & Libai, 2009) and shapes everything from the movies consumers watch to the websites they visit (Godes & Mayzlin, 2009).

In the past, consumers used to talk to other people when looking for opinions on a particular brand, product or company. This became known as word of mouth (WOM) in the marketing literature. WOM is probably the oldest mechanism by which opinions on products, brands, and services are developed, expressed, and spread.

A spate of recent articles and books in popular press already notes an increasing interest in word of mouth. There are several definitions of WOM. Early scholars defined it as an oral, person to person communication between a receiver and a communicator whom the receiver perceives as non-commercial, concerning a brand, a product or a service. Westbrook (1987) described WOM as all informal communications directed at other consumers about the ownership, usage, or characteristics of particular goods and services or their sellers (Keller & Libai, 2009).

File *et al.* (1992) define WOM as recommending the firm and the service to others (Godes & Mayzlin, 2009). WOM offers consumers the ability to make more informed choices. As a result, they can benefit from reduced perceived risk of a certain buying behavior, act as goodwill or image which is an asset. Westbrook (1987) mentioned that more risk averse consumers found WOM to be a very useful strategy in reducing most types of risk, and particular consumers were found to rate WOM particularly highly in purchase.

Repeat Purchase

Repeat purchase can be described as the placing of order after order by a consumer from the same organization, it can also be seen as the buying of a product or services by a consumer of the same brand. Repeat purchase customers are customers who are satisfied emotionally, intellectually, physically by an organization offering which could be in form of a product which exceeds their expectations. Repeat purchase in another context could be referred to as “re-patronage intentions,” according to Wirtz and Lwin (2009) it is the willingness of an individual to re-patronize a services organization.

In a relationship built on trust commitment is engendered and then becomes a major predictor of future purchases. Customers regularly visit a particular firm based on their perception of trust—that is, they believe that the company has their best interest at heart when providing a service (Caudill & Murphy, 2000). A repeat purchase is often a measure of loyalty to a brand by consumers, higher repeat purchase value means a well retained, satisfied customer, also higher repeat purchase value drives higher customer value, which means a better top line in the loyalty ladder.

Higher repeat purchase value can mean higher profitability as it does not include new customer acquisition costs; organization can take some actions to ensure repeat purchase of either their products or services by listening to customer comments, suggestion, feedback, complaints, about the product or services they are offering, by also providing value adding services to the customer experience. Repeat purchase is the prime goal a company can set for its products since it is consumer reference to purchase a given brand in a product category. Customer repeat purchase is a good indicator of a long term business sustainability and profitability of an organization; this is because it points to customer satisfaction and retention (Nwulu & Asiegbu, 2015).

Transaction Convenience and Customer Patronage

Norhidayah, Nor, and Rosli (2016) investigated on the moderating effect of convenience towards the relationship between satisfaction and loyalty in Malaysian banking industry. The aim of this research was to explore the influence of e-satisfaction towards e-loyalty among the internet banking users in Malaysia. The moderating effect of convenience on the relationship between e-satisfaction and e-loyalty was also analysed. The study employed systematic sampling technique to recruit respondents. Intercept survey was chosen as method of data collection in which a 25-item questionnaire was used to measure respondents’ e-satisfaction (5 items), e-loyalty (13 items) and convenience (7 items). The survey yielded 120 usable responses. Data were analysed using variance-based partial least squares (PLS) structural equation modelling advanced statistical technique with the help of Smart-PLS version 3. PLS, which has become popular in marketing and social science research, was used to determine the factor loadings and path coefficients in the theoretical model. The study has concluded that e-satisfaction has an effect on e-loyalty; however the moderation effect of convenience was not significant.

Amir, Hadi, Ebrahim and Hossein (2014) studied on the effect of service convenience on customer satisfaction and behavioral responses in bank industry. To retain customers, organizations have to satisfy them particularly in service industry. Service convenience is complex and is comprised of five convenience types, namely, decision, access, transaction, benefit, and post-benefit. The objective of the study was to investigate the effect of service convenience on customer satisfaction and behavioural responses. Data were collected with

questionnaire instruments. Model was developed and tested with structural equation model (SEM) using data collected from the 263 Sepah Bank (the first Iranian bank) customers. The results show that service convenience has a positive effect on customer satisfaction and behavioural responses and customer satisfaction has a positive effect on word of mouth communication and intention to switch.

Moutinho and Smith (2000) examined the association between access (i.e. ease of banking), consumer satisfaction, consumer loyalty, and switching behavior. Their results indicate that there was a direct, positive association between the ease of banking and perceived satisfaction. Increased levels of satisfaction also reduce switching intentions and increase loyalty (Chang & Polonsky, 2012). Transaction convenience is important to customers because if they have issue regarding the product, brand or delivery date then they need a service provider to facilitate them in resolving their problem (Jiang *et al.*, 2013; Chang *et al.*, 2012). In a highly competitive industry, such as banking, satisfying the customers should be the primary focus of firms that wish to sustain patronage. Accessibility is thus an imperative factor that influences customer patronage, repeat purchase, and word of mouth.

It is necessary for the company to provide convenience at this stage because customer wants to spend less time and effort to access service and little inconvenience at access stage will create a negative impact of overall service experience on customers (Dai & Salam, 2014; Kaura *et al.*, 2015). Aagja *et al.*, (2011) and Colwell *et al.*, (2008) verified that access convenience has a strong effect on customer patronage. According to Aagja *et al.*, (2011) customers are more satisfied when the benefit of convenience in terms of accessibility and delivery timings will be provided on demand. Based on this review, the following hypotheses were developed.

H0₁: There is no significant relationship between perceived time and repeat purchase.

H0₂: There is no significant relationship between perceived time and word of mouth.

H0₃: There is no significant relationship between perceived effort and repeat purchase.

H0₄: There is no significant relationship between perceived effort and word of mouth.

Gap in Literature

Based on the empirical literature reviewed, this study observed that, though much have been studied about transaction convenience, there is likely no existing literature on transaction convenience and customer patronage of deposit money banks in Port Harcourt. This is observed gap in literature this study seeks to close.

METHODOLOGY

This study adopted the descriptive research design. The population of this study comprised of all the customers of deposit money banks in Port Harcourt. The researcher purposively administered five (5) copies of questionnaire to the customers in each of the nineteen (19) deposit money banks in Port Harcourt. This gave a total of ninety five (95) copies. The response options rate are; 1= Strongly Agree (SA), 2= Agree (A), 3= Undecided (UN), 4= Strongly Disagree (SD), 5= Disagree (D). In this study, the questionnaire was evaluated through expert checking for content. Thereafter, a pilot study was conducted to pre-test the questionnaire. The aim of the pilot testing is to detect reliability in the design of the instrument and address issue of ambiguity as to

restructure the instrument in line with observations before executing full study. A Cronbach's Alpha test was conducted on the measurement items to determine the reliability of the study instrument. The Spearman's (rho) Order of Correlation will be used to analyse the relationship between independent and dependent variables at $P > 0.01$ (two - tailed test).

ANALYSIS DATA AND RESULTS

A total of one ninety five (95) copies of the questionnaire were distributed, while ninety one (91) copies were returned. The ninety one (91) copies were accurately filled representing a response rate of 96%, these copies were used for this analysis.

Testing of Hypotheses

Hypothesis One

H₀₁: There is no significant relationship between perceived time and repeat purchase in deposit money banks in Port Harcourt.

Table 1: decision Table for H₀₁

		Perceived Time	Repeat Purchase
Spearman's rho	Perceived Time	Correlation Coefficient	1.000
		Sig. (2-tailed)	.054
		N	91
		Correlation Coefficient	.855**
Repeat Purchase	Repeat Purchase	Sig. (2-tailed)	1.000
		N	.054
		Correlation Coefficient	.855**
		Sig. (2-tailed)	.054
		N	91

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

Source: SPSS Output, 2019

From the statistical testing of hypothesis one, a significant relationship was revealed to exist between perceived time and repeat purchase, this is shown in the positive correlation (r) value of 0.855 (86%). The null hypothesis one was thus rejected and the alternative hypothesis one accepted. Therefore there is a significant relationship between perceived time and repeat purchase.

Hypothesis Two

H₀₂: There is no significant relationship between There is no significant relationship between perceived time and word of mouth in deposit money banks in Port Harcourt.

Table 2: Decision Table for H₀₂

		Perceived Time	Word of Mouth
Spearman's rho	Perceived Time	Correlation Coefficient	1.000
		Sig. (2-tailed)	.823**
		N	.061
		N	166
Spearman's rho	Word of Mouth	Correlation Coefficient	.823**
		Sig. (2-tailed)	1.000
		N	.061
		N	166

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

Source: SPSS Output, 2019

From the statistical testing of hypothesis two, a significant relationship was revealed to exist between perceived time and word of mouth. This is informed by the positive correlation (r) value of 0.823 (83%). The null hypothesis three was therefore rejected and the alternative hypothesis three accepted. Thus, there is a significant relationship between perceived time and word of mouth.

Hypothesis Three

H₀₃: There is no significant relationship between perceived effort and repeat purchase in deposit money banks in Port Harcourt

Table 3: decision Table for H₀₃

		Perceived Effort	Repeat Purchase
Spearman's rho	Perceived Effort	Correlation Coefficient	1.000
		Sig. (2-tailed)	.922**
		N	.039
		N	166
Spearman's rho	Repeat Purchase	Correlation Coefficient	.922**
		Sig. (2-tailed)	1.000
		N	.039
		N	166

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

Source: SPSS Output, 2019

From the statistical testing of the hypothesis three, a significant relationship was revealed to exist between perceived effort and repeat purchase, this is shown in the positive correlation (r) value of 0.922 (92%). The null hypothesis three was rejected, and the alternative hypothesis three

accepted. Therefore, there is a significant relationship between perceived effort and repeat purchase.

Hypothesis Four

Ho₄: There is no significant relationship between perceived effort and word of mouth in deposit money banks in Port Harcourt.

Table 4: Decision Table for H₀₄

		Perceived Effort	Word of Mouth
Spearman's rho	Perceived Effort	Correlation Coefficient	1.000
		Sig. (2-tailed)	.789**
	Word of Mouth	N	.
			.044
		166	166
Spearman's rho	Perceived Effort	Correlation Coefficient	.789**
		Sig. (2-tailed)	1.000
	Word of Mouth	N	.044
			.
		166	166

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

Source: SPSS Output, 2019

From the statistical testing of hypothesis four, a significant relationship was revealed to exist perceived effort and word of mouth, this is shown in the positive correlation (r) value of 0.789 (79%). The null hypothesis four was therefore rejected and the alternative hypothesis four accepted. Therefore, there is a significant relationship between perceived effort and word of mouth.

DISCUSSION

The tested hypotheses revealed that, there is a significant relationship between perceived time, repeat purchase and word of mouth in deposit money banks in Port Harcourt. Also, there is a significant relationship between perceived effort, repeat purchase and word of mouth in deposit money banks in Port Harcourt. These findings are in harmony with Amir, Hadi, Ebrahim and Hossein (2014) studied on the effect of service convenience on customer satisfaction and behavioral responses in bank industry. The results show that service convenience vis-avis transaction convenience has a positive effect on customer satisfaction and behavioural responses and customer satisfaction has a positive effect on word of mouth communication and intention to switch. The findings also agreed with Moutinho and Smith (2000) study on the association between transaction convenience, consumer satisfaction, consumer loyalty, and switching behavior. Their results indicate that there was a direct, positive association between the ease of banking and perceived satisfaction. Increased levels of satisfaction also reduce switching intentions and increase loyalty (Chang & Polonsky, 2012).

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concludes that, there is a significant relationship between transaction convenience and customer patronage in deposit money banks in Port Harcourt. The following are recommended based on the study's findings.

1. Deposit money banks in Port Harcourt should improve on their transaction convenience to increase customer patronage.
2. Deposit money banks should try to exceed customer expectations in terms of perceived time and effort on transaction to earn their repeat purchase and word of mouth.

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Service Failure Recovery and Competitive Positioning of the Telecommunication Firms in Port Harcourt

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Abstract: *This study seeks to determine the relationship between service failure recovery and competitive positioning of telecommunication firms in Port Harcourt. Six objectives, research questions and null hypotheses were formulated to guide the study. Well-structured questionnaire of 350 were administered to employee of telecommunication firms in the study area. Descriptive and inferential statistics were adopted for the analysis of research questions and testing of hypotheses. The results showed that apology significantly influence market penetration and market share of telecommunication firms. It also revealed that service rebranding have significant relationship between market penetration and market share of telecommunication firms. The findings indicated that follow-up significantly influence market penetration and market share of telecommunication firms. Conclusively, service failure recovery is a tool for resuscitation of firm as a result of poor product quality which does not meet consumer expectations. Actions taken to integrate the firms into the market include apology, urgent reinstatement, empathy, sympathy, symbolic atonement, service rebranding, and compensation, follow-up. It is recommended that positioning of complain box in a strategic position should be made to enable customer lay complain appropriately; that management and response of complain should be done quickly to avert service failure; that retraining of staff be paramount for competitive positioning; that service rebranding becomes inevitable for service failure recovery to enable competitive positioning; that appropriate words for apology should be customized for purpose of retaining customer and trade or cash discount be incorporated in the market strategy to enable competitive positioning, and service quality should be maintained at all cost.*

Keywords: *Service Failure Recovery, Competitive Positioning, Apology, Follow-up, Penetration, Market Share, Service Rebranding*

INTRODUCTION

Telecommunication firms in Nigeria have solved socio-economic problems of communication bottleneck. It has easy communication and bridged the gap of transiting from one point to the other. Telecommunication embraces television, newspapers, analog and digital signage, internet, mobile phones, radio which is the fulcrum for information medium, with social media rapidly emerging as the next major medium (World Factbook, 2014). The telecommunications industry in Nigeria is what today can be described as self-evident and firmly adapted to the intense realities of changing business trends, intense rivalry, regulatory uncertainty, etc.

The proactive measures of service failure recovery contain strategy that organization in response to service failure; some strategies such as apology, emergency rehabilitation, empathy, sympathy, symbolic atonement, service rebranding, compensation, follow-up, etc. (Zeithaml &

Bitner, 2009). In most cases, companies have at least one out of ten customers that are dissatisfied with service received. Therefore, since the best-managed companies will still have issues thereby emphasizes should be placed on service recovery which connotes the process, measures and pro-activeness in tackling with what has happened (Gavin & Durand, 1998). The survival of any business organizations anchors on customer satisfaction. Maxham (2001) explains consumer satisfaction as favorable subjective assessment of each individual for any result associated with consumption or service rendered. The human and non-human mistakes are causes of service failure in organizations. Such failures in performing a service inevitably lead to customer dissatisfaction. Sharing relationships can help increase customer complaints, poor oral communication, and disaster (Ah-Keng & Wan-Yiun, 2006). Unlike in the past, telecommunications are becoming increasingly competitive. Successful operation requires more attention to customer satisfaction and quality service delivery. Successful service retrieval can not only save the business money by retaining customers, but also increase revenue through increased customer trust (Kelley, Hoffman & Davis, 1993). This measures the extent to which the product penetrates the market and acquires a dominant position (market share) in the volume of sales. Customer satisfaction is evidenced by the market share and volume of product sales (Press, Ganey & Hall, 1997). The results of service analyzes are customer dissatisfaction and possibly removal of customers depending on the trust, knowledge, and availability of the alternative service provider (Ranaweera & Prabhu, 2003).

Lately, there has been the emergence of many businesses providing the Nigerian population with telephony and internet communication services. This comes in mobile telephony, broadband internet, cordless, 3G mobile, mobile money and more. In this era of increased competition, businesses are trying to find any point of uniqueness to distinguish them from other competitors. Businesses use various recovery strategies, such as empathy, apology, remediation (compensation) and compensation (compensation) in the event of a service failure. These strategies are considered successful if they bring about customer satisfaction (Jo, Duffy & James, 2006).

The actual service business test for service quality and customer satisfaction depends on how it responds after a service failure (Zemke & Bell, 2000). Indeed, this forces companies to adopt a better practice of repairing faults from services that are supposed to adequately meet customer needs in the event of a service failure. As a result, companies look beyond traditional performance measures and explore strategies to effectively service failure by defining what does and does not work to shape customer missions, goals, and customer satisfaction.

The cost of attracting a new customer far exceeds the cost of maintaining a current customer (Anderson & Fornell, 1994). Service providers could increase their profits by up to 85% by reducing their customer failure rate by 5%. Given strong customer relationships, telecommunications companies must be competitive.

Gilly (1987) observed that if customers are satisfied with the way their complaints are handled, their dissatisfaction can be reduced and the likelihood of a repurchase increased. Besides, effective handling of complaints can have a dramatic impact on customer retention rates, divert negative word of mouth and improve profitability (Tax, Bronn & Chandrashekar, 1998). Inadequate and/or inappropriate business response to service failures and misbehavior of customer complaints affects not only affected customers but also their friends and families through negative word of mouth communication (Hoffman & Chung, 1999; Hoffman & Kelly,

2000). Keaveney (1995) found that basic service failures and unsatisfactory employee responses to service failure accounted for more than 60% of all service change events.

Despite the administration's persistent attempt to provide excellent services, zero rollovers are an unrealistic goal in service provision (Collie *et al.*, 2000; Goodwin & Ross, 1992; Sundaram *et al.*, 1997; Webster & Sundaram, 1998). While consumers acknowledge that service providers cannot eliminate mistakes, dissatisfied customers expect service failures to be recovered when they complain (Sundaram *et al.*, 1997). Although service failures are inevitable; most service malfunctions are largely controlled by service providers (Hoffman & Kelly, 2000).

Grievance management and service recovery were considered retention strategies (Haistead, Morash, & Ozment, 1996). Service recovery, however, is different from complaint management in that service recovery strategies include preventive, often immediate, efforts to reduce the negative impact on service evaluation (Michel, 2001). Service recovery comprises a much broader set of complaint management activities, which focuses on customer complaints caused by service failures (Smith *et al.*, 1999). Because most disgruntled customers tend not to complain about negative experiences (Blodgett, Wakefield & Bames, 1995; Singh, 1990), it is worth taking a proactive start on service recovery. Satisfaction scores were higher in the recovery initiated by the organization or by employees than in the recovery initiated by the customer (Mattila, 1999).

Service recovery is particularly important if it is considered that in many cases dissatisfied customers simply do not complain to the service provider. Few complainers provide valuable information on what can be done to improve customer satisfaction. Zeithami, Bitner and Gremir (2009) argue that reluctance to air complaints results in ignorance among decision-makers and has many serious consequences, such as reduced market share; more expensive defensive marketing strategies, and inability to correct faulty systems undermining the validity of customer complaint data as a contribution to decision making (Bearden & Teel, 1983). To avoid these negative effects, customers should be encouraged to make complaints, and employees should be willing and able to respond. In other words, effective service recovery depends on inputs from customers and employees.

Despite efforts by telecommunications companies to improve their services through customer complaints management, some customers are still dissatisfied with the service. This calls for a research study to investigate the recovery of service failure and the market penetration of telecommunications firms in Port Harcourt.

Statement of Problem

The understanding of service failure will allow management to develop more effective and efficient methods for resolving customer dissatisfaction that leads to conflict and in turn causes service failure. Service failure is considered to be an inadequate result that reflects the distribution of credibility for quality and service (Berry & Parasuraman, 1991).

Researchers argue that service failure occurs when service performance does not meet a customer's expectations (Kelle.y & Davis, 1994; Kelley, Hoffman & Davis, 1993). Two types of service failures are recognized: result and process (Hoffman, Kelley & Rotalsky, 1995).

Outcome failure occurs when the failure relates to basic service offerings. A process failure occurs when it relates to how the service is provided (Smith & Bolton, 2002). The effects of the failure of the result versus the failure of the process affect the customer's perceptions of recovery evaluation. Customers who experienced a process failure will be less satisfied with

service failure than those who experienced failure and also found that compensation and prompt action improved customer appraisal of perceived fairness when experiencing the failure. On the other hand, clients realized that an apology or a proactive response would be more effective when the process failed.

Service failure recovery faces several challenges ranging from customer response to customer dissatisfaction and behavior. Complainant behavior includes voice and exit strategies. The voice strategies that are being complained about are verbal complaints and customer expression about the value of social exchange theory. The purpose of voice selection is to recover, protect other consumers or help the business fix a problem. Complaints provide the service provider (telecommunications companies) with the opportunity to rectify the problem and positively influence subsequent consumer behavior. Unfortunately, telecommunications companies are not willing to accelerate customer satisfaction.

When customer voices are not difficult through perceived changes in-service performance, exit becomes the customer's choice. The exit is when customers stop supporting the company service. It is a voluntary termination of an exchange relationship and is often applied if the voice has not been successful. Apologizing for repairing service failure is not a very practical approach. The apology can only be made public through the media. Then by influencing customers with fragmented brands and thus giving competitors an indication of how to improve the quality of their apology goes with the discounts as a means of compensating the customers as a result of the service failure. The disgruntled customer has no confidence in their business recovery approach because their memories of yesterday have not been forgotten.

Another challenge is that tracking a customer requires a lot of patience and approaches which often the business may not have the time to deal with because it involves word-of-mouth, phone calls, text messages, WhatsApp, charts, media, blogging, etc. The customer is almost not convinced to hire a business a second time if he is not satisfied. Customer satisfaction /dissatisfaction are the difference between a person's expectations of a transaction and the performance of a product or service after the purchase, how can a customer who is not satisfied to repeat the lead, be impossible. Customer expectations, perceived performance, and meeting expectations are critical to service failure. If customer expectations are not met, the service failure recovery approach is frustrating.

Customer perceptions of fairness represent an important factor in service failure ratings (Smith, 2007). Because a service failure report involves, at least to some degree, "unfair" treatment of the customer, service failure repair must be brought to justice - on the client-side (Michel, 2009). Then expected fair treatment through the quality of service provides customer satisfaction and retention.

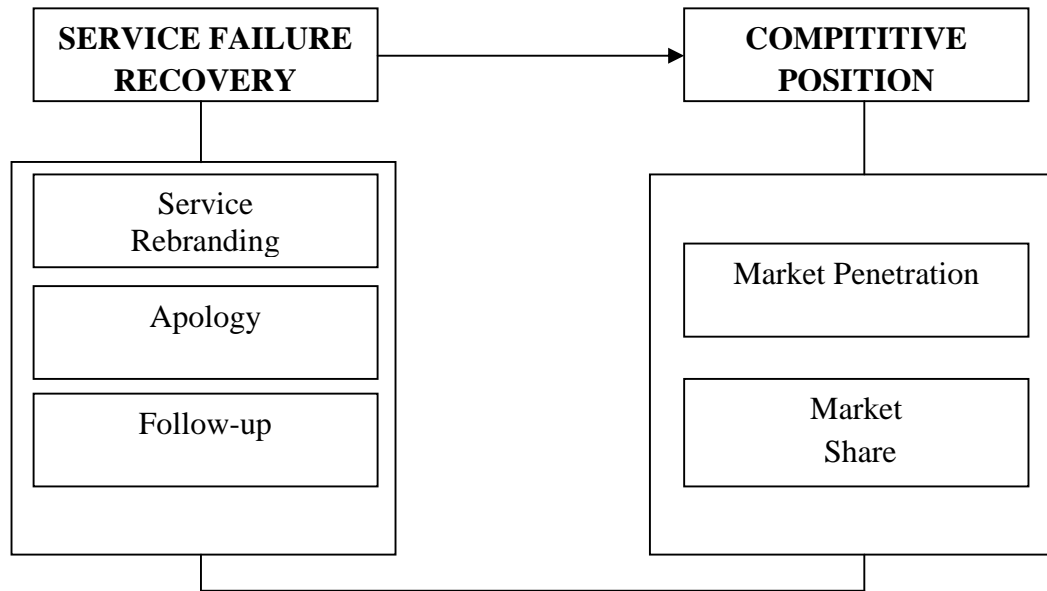


Figure 1: Conceptual Framework of Service Failure Recovery and Market Penetration

Source: Desk Review

Objective of the Study

The main objective of this study is to determine the association linking between service failure recovery and market penetration of the telecommunication firms in Port Harcourt. The specific objectives include:

1. To determine the association linking service rebranding and customer value of telecommunication firms in Port Harcourt.
2. To ascertain the association linking service rebranding and market share of telecommunication firms in Port Harcourt.
3. To investigate the association linking apology and customer value of telecommunication firms in Port Harcourt.
4. To examine the association linking apology and market share of telecommunication firms in Port Harcourt.
5. To determine the association linking follow-up and customer value of telecommunication firms in Port Harcourt.

Research Questions

The research question was formulated to answer the question.

1. What is the association linking service rebranding and customer value of telecommunication firms in Port Harcourt?
2. What is the association linking service rebranding and market share of telecommunication firms in Port Harcourt?
3. What is the association linking apology and customer value of telecommunication firms in Port Harcourt?

4. What is the association linking apology and market share of telecommunication firms in Port Harcourt?
5. What is the association linking follow-up and customer value of telecommunication firms in Port Harcourt?
6. What is the association linking follow-up and market share of telecommunication firms in Port Harcourt?

Research Hypotheses

The null hypotheses were formulated to guide the study.

Ho₁: There is no significant association linking service rebranding and customer value of telecommunication firms in Port Harcourt.

Ho₂: There is no significant association linking service rebranding and market share of telecommunication firms in Port Harcourt.

Ho₃: There is no significant association linking apology and customer value of telecommunication firms in Port Harcourt.

Ho₄: There is no significant association linking apology and market share of telecommunication firms in Port Harcourt.

Ho₅: There is no significant association linking follow-up and customer value of telecommunication firms in Port Harcourt.

Ho₆: There is no significant relationship between follow-up and market share of telecommunication firms in Port Harcourt.

LITERATURE REVIEW

Theoretical Framework

The theoretical framework for this study entails social exchange theory and attribution theory.

Social Exchange Theory

The theory of social exchange is a sociological and psychological theory that examines social behavior between two groups, in particular, service providers and the customer applying the cost-benefit analysis in determining if brand quality results in customer satisfaction. The theory also includes economic relationships, which occur when products lead to satisfaction (Roedelein, 2018). Social exchange theory recommends that these calculations occur in a close relationship, friendship, business relationship and casual relationship as simple as exchanging words with a cashier client (Mcray, 2015). The theory of social exchange says that if the cost of the relationship is higher than the reward, such as a great effort or money put into a relationship and not responding, it could cause service failure.

Studies investigating the evaluation of customer service recovery efforts have used theory of social exchange in buttressing the effects to market penetration (Blodgett *et al.*, 1993; Kelley & Davis, 1994). This theory holds that the exchange relationship must balance the cost of purchase and the satisfaction derived from consumption (Adams, 1963, 1965). The viewpoint of social exchange anchors on view of equal partners (eg spouses, colleagues) in exchange.

In shopping and consumption situations, the consumer's sense of unfairness generally stems from perceived unfairness concerning one's expectations or other benchmarks (Oliver, 1997). Service failures can be considered as a financial loss of customers (funds, resources, time) and social losses (an eg situation, valuation) in an exchange (Sthith *et al.*, 1999). Consequently,

customers view failure status as negative inequality and will try to balance the post-market behavior (Lapidus & Pinkerton, 1995). Service providers strive to recover the balance by offering customers financial value in the form of compensation (e.g., discount) or social resources (e.g., apology) (Smith et al., 1999). A summary of the equity/inequality of the consumers' inputs to the results leads to perceived justice.

Subsequently, the consumer forms a satisfaction/dissatisfaction crisis based on level of perceived justice (Andreassen, 2000).

Attribution Theory

Customer judgments about cause-effect distribution influence subsequent emotions, behaviors, and behaviors based on three dimensions of causal powers: place, control, and stability (Swanson & Kelley, 2001). Distribution theory has sought to explain, responses to product and service failures (Folkes, Koletsky, & Graham, 1987). In general, dissatisfied customers believes that the cause is out of place and are stable and controllable which are likely to withdraw and engage in negative verbal behavior than those who find the problem unlikely to recur and are uncontrolled (Blodgett *et al.*, 2013). The satisfaction situation of individual consumer, based on a single observation or transaction, is known as special satisfaction. Consumers aggregate ratings in many cases and develop cumulative satisfaction referred to as long-term, overall satisfaction (Oliver, 1997). Clients review and update their satisfaction and behavioral intents based on prior evaluation and new information (Smith & Bolton, 1998).

In a service failure situation, a customer's satisfaction level (pre-recovery satisfaction - transaction satisfaction) will be lower than previous general satisfaction. Proper service recovery will mitigate harmful effects and increase satisfaction (post-recovery satisfaction - transaction satisfaction) (Tax *et al.*, 1998). On the other hand, inappropriate service recovery will increase the negative rating, resulting in significant changes in overall satisfaction. An organization's response to service failure can either bring back customer satisfaction or exacerbate negative customer ratings and lead them to turn to a competitor (Smith & Bolton, 1998). Distribution theory is geared towards the obvious benefits of products, and these benefits are the superficial means used in advertising and promotion to link the brand to an incentive that influences service failure (Rossister, 1987).

Today, companies are trying to distinguish their products by focusing on some trivial features that in their true sense do not differ from those of their competitors or, at times, are not used at all by consumers (Chowdhury & Islam, 2003). This, therefore, delays the recovery of services and as such a competitive advantage is very insignificant.

Various techniques are proposed to examine what, characteristics consumers use to judge products (Snelders & Schoormans, 2000). Making a product different from its competitors by adding even an irrelevant feature can increase competitive attitude (Simonson & Tversky, 1992). The theory also suggests that it is obvious that product properties are more important to consumers (Garvin, 1983, 1984).

When deciding to buy a product, it is considered that consumers not only take into consideration the present value of products but also take into recognizance the future performance or future connected to product characteristics (Chowdhury & Islam, 2003). The theory also included that some of the attribute properties include: product durability, image resolution, memory card capacity, ease of use, zoom distance, compatibility, size, design, video recording capability, etc.

The Concept of Service Failure Recovery

Service recovery is an activities geared towards solution for absconded customer due to service dissonance (James, & Mona, 2011). Zemke and Bell (2000) describes repairing a service failure as a process of returning affected customers to the satisfaction of the organization after the service or product failed to meet expectations. Schweikart *et al.* (1993) considers failure recovery as restoring mechanism and part of quality management to attain the ultimate goal of all is to maintain a business relationship with the customer. This statement is considered assuming that customer satisfaction ensures customer loyalty, repeat sales and positive oral communication (Bearden & Teel, 1983).

According to Tax and Brown (2000), Service discovery is a process that identifies service failures, effectively solves customer problems, classifies their roots, and provides data that can be integrated with another performance index for evaluation and improvement of service system. Berry and Parasuraman (1991) argue that a service company always has a second option, even after the initial unfavorable service experience, because recovery activities such as excuses, explanations, replacements or repairs can save the relationship and negatively catch the mouth. It is deliberate changes that taken by a service provider in response to a service failure (Grönroos, 1998). Including customer satisfaction in the definition means that service restoration is a thoughtful planned process of returning affected / dissatisfied customers to a company / service satisfaction situation. Service recovery is differs from complaint management which focuses on service failure and the company's immediate response to it.

Complaint management is process for attaining to customer dissatisfying conditions, which may cause service failure (Stauss, & Wolfgang, 2005). However, most dissatisfied customers are less concern to lodge their grievances in attempts to resume service which will solve problems at the service meeting before customers complain or leave the service meeting unhappy. Complaint management is considered as customer retention approach. Recent research has shown that strategies such as value creation, monitoring, etc., can improve the effectiveness of service recovery efforts (Gohary, Hamzel & Alizadeh, 2016).

Service Rebranding

Redesign is a marketing strategy in which a new name, term, symbol, design, concept, or a combination thereof is created to create a brand new, differentiated identity in the minds of consumers, investors, competitors and other stakeholders (Muzellec & Lambkin, 2006). Often this means radical changes to the logo, title, legal names, image, marketing strategy, and trademark advertising issues that were usually aimed at resetting the brand / company, sometimes distancing them from a negative brand affiliation or moving brand, can also communicate with new customer messages and thereby improve service failure and competitive placement.

Redesign can be applied to new products, mature products or even to products that are still under development. This process can occur intentionally through a deliberate strategy change or inadvertently arising from unplanned emerging situations, the renegotiation may also apply to a change in the name of a company / company that may include several product or company brands. This is the key to repairing service failure; the customer will perceive the new brand product and brand identity. At the turn of the millennium, development has become meaningless because some companies have changed brands several times because of market viability. Muzellec and Lambkin (2006) found it to be either a redesign resulting from a business

strategy, or a real marketing strategy (a change in corporate image) to strengthen, acquire, transfer and / or rebuild a brand.

According to Sinclair (1999), businesses around the world recognize the value of brands. “It looks like it’s a brand, along with copyright and trademark ownership. The brand sends a signal to the customer’s heart as an intangible value that the customer can invest. Marketing develops awareness and associations in the minds of customers so that customers can know (and remind them constantly) which brands best fit their needs keeps moving. A brand in front of a package and gives value to its owners (Sinclair, 1999). The company is often redefined to respond to external and / or internal problems. Companies typically have setup cycles to stay in place or move forward. Companies also use rebranding as’ effective a marketing tool to hide past irregularities, thus eliminating negative associations that would potentially affect business.

This is called market segmentation for product offers that are sold separately in many target markets. If the market segmentation strategy involves offering significantly different products for each market, this is called product diversification. This process of differentiation of market / product segmentation can be considered a form of brand change. What sets it apart from other forms of reconstruction is that this process does not remove the original image of the mark. This redesigned allows the use of a set of engineers to create multiple products with minimal customization and additional cost. Another form of brand change is the sale of a product manufactured by another company under a new name: the original design manufacturer is the company that produces the product, often at lower operating cost positions, which eventually bears the name of another company. The ubiquitous nature of the company / product brand at all customer contact points means that rebuilding is a heavy business for businesses.

According to the glacier model, 80% of the impacts are hidden. The level of effectiveness of the brand change depends on the extent to which the brand changes. Tags can be used to change various brand elements, such as name, logo, legal name, and corporate identity (including optical and verbal identity). Changes made only to the company logo have the least impact (called replacing the logo), and changes in name, legal name, and other identities will affect every part of the company and can result in high costs and impact in large complex organizations. In this way, a new image is created at the heart of the customer, thereby recovering the failure of the recovery service.

Apology

The viability of the customer depends on the existing relationship established with the customer. Relationship marketing is becoming very important for customer loyalty. Apology is one of the key ways to remedy service failures. This tool serves as a means to boost business. By looking at why customers complain, many different approaches can be identified. The reason people face complaints is because they only want what they have been denied. This can be as simple as an apology. Therefore, if the company meets the complainant’s needs, that person will respond by continuing to do business. Similarly, this customer will comment more positively on the organization. Telecommunications research has found that the way complaints are handled is a key determinant of whether customers are returning (Gavin & Durand, 1998). One of the most popular myths about customer complaints is that they always require a refund. In principle, it is a service provider that offers a refund, so publishing an account or providing a free coupon for a future meal can bring unnecessary money (Gavin & Durand, 1998).

Berry and Parasuraman (1991) claims that a service company always has a second chance even after an initial unfavorable service experience, because recovery activities such as excuse, explanation, replacement or reparation can save the relationship and negatively capture the relationship orally. Jo, Duffy and James (2006) revealed customer expectations and found that annoyed customers thought that the service provider should apologize and correct the problem while reminding customers of the expected compensation, greater sensitivity, apology, senior management intervention and making sure that the problem is not to repeat itself.

Boshoff (1997) showed that as soon as the customer apologizes, or when he apologizes and donates, etc., their satisfactory recovery and behavior improve significantly. The second recovery strategy also leads to greater customer satisfaction than previous recovery strategies. The second recovery strategy also leads to greater customer satisfaction than previous recovery strategies. Jiangang and Tianjun (2010) suggest that for the same level of service failure, different service recovery strategies (e.g. Apology, Compensation, Assistance and Compensation) lead to a significant difference in customer satisfaction, with assistance and compensation being provided simultaneously.

Employees require customer service, support or success and spend their time helping clients achieve the best experience with the company. So it is quite frustrating when an employee knows that he was wrong with the customer. Knowing how to take responsibility for and apologize is a skill that is important to the viability of a business. It is difficult to take full responsibility when it is natural that human instinct is inconsistent (Swetha, 2019). Being bad can be a mess in the ego if you are in a situation where you do not think you are wrong. To some extent, however, you did something wrong if you did something wrong when buying a customer, or if you did not explain it clearly or did not respond to anger with a sharp note. Take ownership of your mistakes, no matter how big or small. By assuming responsibility for your actions and accepting your shortcomings, you can prove that you are a real person. Everyone makes mistakes, and your customer appreciates your sincerity (Swetha, 2019).

It is important to explain what happened. The best thing you can do to reassure a customer is to show that you have heard what they said and understand what you have done wrong. Repeating the problem in your own words shows empathy. You may want to briefly explain what you think has gone wrong. Instead of getting to the defense at the moment, you can approach with caution. It will show the client that you took the time to consider how the error occurred and what you or another employee could do to get started. By recognizing customer goals, most customers understand that sometimes errors occur. Emails are deleted, servers are down, and employees take time off. These are the usual speed effects that affect every business. However, these impacts should not cause the tire to stop the customer. Clients have goals to achieve. They understand that your business will make a mistake here or there, but this mistake cannot prevent them from reaching their goals. If so, you need to realize how your company has prevented its success. In this way, your apology will be much more sincere because you have dealt with the magnitude of the situation (Swetha, 2019).

Take a clear next step that the Action Plan should offer to move forward. After all, you want the customer to stay with you. Show them how you will hang in the future based on this event. By taking steps to resolve or alleviate the problem, you are initiating an initiative to improve customer relationship with your company and care for that individual customer. They will be able to see how bad you want to do and move forward under positive conditions. It is very important to apologize for the demanding forgiveness of employees. It sounds random, but

the request for forgiveness can be very sweet for the customer. Again, it shows that you are not a robotic voice on the phone, but an authentic person with sincere intentions. But make sure you don't ask for it dramatically. Simple: "I hope you can forgive me," he gets a message to other professionals. You never want to cross the line and make the customer feel uncomfortable.

Most importantly, they do not personally accept any customer orders regarding you or your mistake. It is natural to slip once in a while; and this does not reflect your character or professional ethics. Include the necessary time and effort in your email apology to make it serious. However, once you press the Submit button, we'll skip it. Stick to your day and use this short-term disorder as a fuel to initiate positive and memorable customer conversations (Swetha, 2019). When customers are angry, you can give them feedback from customers to express their dissatisfaction. This shows the customer that you want to make the most of your business, so make sure our customer service team hears your voice. In addition, once you provide them with a link, you can check where the customer leaves their comments. Instead of going to social media, you can direct them to a personal data collection tool where they will not be publicly disclosed to other customers (Swetha, 2019).

Follow-up

Monitoring is one of the dimensions of redressing service failure in marketing. The customer must be bombarded with continuous information on service quality, service changes and information on service types and price discounts. There are three types of customers your business should follow, suspicious (people in your target market), prospects (people who responded to marketing but didn't buy, and customers (people who bought something from you) will vary for each type of person. You will want suspects to call you or visit your business. With prospects you need to persuade them to make their first purchase, persuade them to come back and do more business with you and give recommendations (David, 2003).

The most difficult person to follow is suspicious because he has not yet shown any interest in the pool or whirlpool and you usually don't have contact; information. However, this is not the case with prospects and customers. You don't only know how they are, but you also need to have your contact information. And if you consistently contact your clients, you will find that they recommend you turn potential customers and leads into customers (David, 2003). Key tools of marketing supervision are telephone, mail and e-mail. Many pool and Jacuzzi owners make the mistake of jumping directly into the phone and watching; however, most prospects do not want to sell the report immediately, and most prospects are trained to consider who is calling for the trader. Instead, you should try to establish a trust relationship with your perspective before making a phone call by quickly sending information such as special messages, audio or video CDs.

Remember to always include a "next step offer" to accompany your training materials. If the next step is to visit a store, then lure them with a suitable offer, or if the next step is to call you, contact your lead immediately. People are in the process of buying baby steps, especially when thinking about buying high tickets such as hot tubs or; swimming pools. Your offer should always help them take the next step (David, 2003). The power of your tracking will be in the tracking sequence. A tracking sequence is a series of communications to your prospect that is "linked" with each communications building in the previous report. Referring to the previous message, you link what you say to what you have said and remember that you care about continuing the conversation.

Each sequence should follow a reasonable argument and you should consider increasing the bid with each communication by using the term as an incentive to act now. For example, in the third announcement, you could say, "I'm surprised you didn't take me on my generous offer. What's holding you back? "Or say," I' have written to you three times and you still don't have my offer, so I'll take all the stops and make an offer that you just can't refuse. "This is the same type of conversation you can have in a regular business conversation (David, 2003). Subsequent marketing will raise the closing rate and dramatically increase your customer satisfaction in achieving service failure. Systematic tracking allows you to maximize salesperson's time and increase their productivity, resulting in more sales with less effort and not what you want. Start earning more sales today by implementing a tracking system (David, 2003).

Market Penetration

Market penetration becomes a benchmark for determining the market volume of a product that is measured by market share. Market penetration refers to the successful sale of a product or service to a particular market. It is measured by the volume of sales of an existing product or service compared to the overall target market for that product or service (Higuera, 2016). Market penetration is key to Matrix Ansoffs business development strategy (Richardson, & Evans, 2007). Nuts are used in all businesses to help evaluate and identify further steps that a company needs to take to develop and the risks associated with the selected strategy. This table, with many options available, helps narrow down the best for your organization.

This strategy involves selling existing products or services on the existing market in order to gain a larger market share. This could lead potential customers to buy more and new customers so they can start buying or even transfer customers from their competitors. This could be used with methods such as competitive pricing, increased marketing communications or the use of reward systems such as loyalty points / discounts, New strategies include road use and the search for new ways to improve profits and increase sales and productivity so that they remain relevant and competitive in the long term.

Market penetration refers to methods or strategies that are designed or adopted to create a niche in an existing market. Although this can be done throughout the enterprise, it can be particularly useful in the early stages of installation. It helps to set up an existing trading station and in what direction it should be expanded to achieve market growth. Successful results come from close monitoring by key employees and executives. Time is crucial for successful market development. This may depend on overall market prosperity, business competitors and current events. Questions, concerns and discussions can help determine if the time is right for market development. They may include issues related to increasing or decreasing market share. Sales may decline, but given the business opportunity, it may be time to adjust to increase market share. Market penetration can also be useful if sales prove to be slow, customers often have to reintegrate into the company or remind them why the company's products / services are needed. With less and less consumer attention, organizations must constantly maintain a competitive advantage to remain relevant.

Market penetration refers to the successful selling of a product or service in a specific market. It is measured by the amount of sales volume of an existing good or service compared to the total target market for that product or service (Higuera, 2016). This strategy involves selling current products or services to the existing market in order to obtain a higher market share. This could involve persuading current customers to buy more and new customers to start buying or

even converting customers from their competitors. This could be implemented using methods such as competitive pricing, increasing marketing communications, or utilizing reward systems such as loyalty points/discounts. New strategies involve utilizing pathways and finding new ways to improve profits and increase sales and productivity in order to stay relevant and competitive in the long run (Schroder, 2015).

A few different options for market penetration are as followed

- Developing a new marketing strategy to entice more customers to purchase or continue purchasing.
- Become price competitive as a swaying factor for customers to choose a product or service over another company.
- Use special promotions or offers to grab attention.
- Utilize the Boston Matrix to decipher which product or service benefits further investment and time and which can be disregarded.
- Purchase a competitors company (in mature markets) to expand market share.

Customer Value

Customer Value has been defined as the perceived utility a customer obtains after investing in a product or service, from the perspective of the expectations that they have about the product or service (Huber, Herrmann & Morgan, 2001). These expectations can include such factors as product attributes, attribute performances and consequences of using the product or service that allow the customer to achieve any goals or purposes that would have been served through use of the product or service (Woodruff, 1997).

However, it has also been argued that customers evaluate not just the transactional value of the product but also factor in other costs such as monetary costs, time costs, learning costs, emotional and cognitive as well as physical effort, in addition to financial, social and psychological risks of using the product or service weighed against the utility received through use (Huber *et al.*, 2001).

Market Share

Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity. In a survey of nearly 200 senior marketing managers, 67% responded that they found the revenue- “dollar market share” metric very useful, while 61% found “unit market share” very useful (Farris, Neil, Phillip & David, 2010).

Market share is said to be a key indicator of market competitiveness—that is, how well a firm is doing against its competitors. This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. That is, it enables them to judge not only total market growth or decline but also trends in customers’ selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm’s product line, market share trends for individual products are considered early indicators of future opportunities or problems (Farris, Neil, Phillip & David, 2010).

Empirical Review

Chihyung (2004) examined the effectiveness of service renewal and its role in building long-term relationships with customers in the restaurant. The study used experimentation with three-dimensional justice scenarios that were processed at two levels (2x2x2 between groups of design factors). The participants presented 15 groups of religious and community services, Of the 308 surveys returned, 286 cases were used for data analysis. The results of this study emphasized that efforts to restore services should not only be seen as a strategy to restore immediate customer satisfaction, but also as a relationship tool that will give customers confidence that lasting relationships will benefit them. This study found no recovery paradox in the experimental scenarios. The findings of the study showed that a positive recovery effort could restore customer satisfaction and behavioral intentions to failures. Restaurant managers and their employees must make further efforts to remedy perceived customer losses in severe failure cases. Service providers should reduce the number of systematic service failures so that the customer does not develop a perception of stability.

Ibrahim and Abdallahamed (2014) examined service recovery and customer satisfaction using Uganda's telecommunications as a study. Their study adopted a proposal for a quantitative approach. A sample of 250 people was used for the study, consisting of 100 Uganda employees and 150 subscribers to Uganda's telephone connection in Kampala's central business district. Their findings revealed a significant positive relationship between service recovery based on an understanding of customer complaints, fair resolution of customer complaints and customer satisfaction. In addition, the study also found a positive correlation between service recovery and customer satisfaction. The study contributes to the literature on services recovery from the perspective of developing countries.

Eminejomo (2011) studied the impact of renewal satisfaction on consumer behavior intentions: Applications in five-star hotels in Northern Cyprus. A total of 500 questionnaires were created and distributed to customers of five-star hotels in northern Cyprus. The questionnaire had 27 questions about the impact of recovery services strategies on customer satisfaction in recovery, the impact of recovery on satisfaction, confidence in complete satisfaction, and the impact of verall satisfaction on positive oral and oral recovery intentions. The questionnaire used Boshoff (2005); Maxham and Netemeyer (2002) for the study. The findings of this study show that they have no positive effect on customer satisfaction with service renewal between the dimensions of service renewal, replacement and tangible goods. Although there is a positive relationship between feedbacks, mandate, explanation, and communication about satisfaction with service renewal. Satisfaction with recovery has also been found to have a positive effect on trust, leading to overall customer satisfaction and creating positive oral and reevaluation of intentions.

Gap in Literature

Many studies have been carried out in the field of service failure and customer loyalty, but mainly in developing countries. Despite the importance of the telecommunications industry in the Nigerian economy, the sector lacks a study on the quality of service failures, which should play an important role in improving the market penetration of the sector. Studies conducted locally focused on banking and hospitality. Odera, Cliepkwony, Korir, Lagat and Mumbo (2012) conducted a study on the impact of equity settlement strategies on customer satisfaction in the Nigerian banking industry. Komunda (2012) examined the impact of recovery of service failure

on customer satisfaction and loyalty in the commercial banking environment. Auka (2012) conducted a study on the quality of service failure, satisfaction. (Mage 2010) conducted an empirical study of the involvement of customers in tourism and developed a model that can be used to assess customer confidence.

Most of the studies undertaken accepted the use of scenarios without conducting a field survey. Lin, Wang and Chang (2011) studied customer responses to online retailer recovery after service failure. No one (2012) investigated overcompensation for a serious failure service: he perceived impartiality and impact on negative verbal intent. The purpose of this study was to bridge these existing knowledge gaps in the empirical literature by conducting a field study on the relationship between disaster recovery and competitive position in the Nigerian telecommunications sector. Numerous studies have been carried out to remedy service failure through apology, urgency, empathy, reconciliation, monitoring as a dimension taking into account the impact of brand change and service quality.. Other studies also used recognition, empathy, sympathy and compensation, while the current study added a redefinition of services as a research gap in this study. Scholars use market share, profitability, brand confidence and customer satisfaction to measure a competitive approach, while the present time uses market penetration as a loophole in the literature. The aim of the study was to understand that telecommunications services were unable to deal with service failure situations and thus strengthen their competitive position.

METHODOLOGY

The research design used for this study is correlation research survey because the study is purely quantitative. The sample population was obtained from the list of registered telecommunication firms with the Corporate Affairs Commission through the Federal Ministry of Trade of Commerce from the Port Harcourt. The staff strength of 2800 was employee of the two (2) telecommunication firms in the study. In the determination of sample size technique, Taro Yaman'e (Yamane, 1973) was adopted at a 95% confidence level to arrive at 350 as sample size. This research instrument adopted was likert's 4 points scale, strongly agree (SA-4), agree (A-3), disagree (D-2), strongly disagree (SD-1) for data collection from the field. Both inferential and parametric statistics tools were deployed using simple frequency, percentages, and linear regressions to ascertain the results (rho, r-square, F-ratio and Durbin-Watson).

Linear regression correlates the independent variables and dependent variable to show whether there exists a significant relationship between the variables or not at 5% significant level and 95% confidence level. Hence, if the correlation coefficient is greater than the 5% significant level we accept the null hypothesis, but it is less than 5% of significant level reject the null hypotheses ($r > p(0.05)$ — reject H_0) if ($r < p(0.05)$ accept H_0).

Data Analysis and Results

Primary data was administered to employees of telecommunication firms in Port Harcourt. Two (2) telecommunication firms were used for this study within the Port Harcourt. The sample size of 350 was distributed among the employees of the two (2) telecommunication firms in Port Harcourt in the study area.

Test of Hypotheses

The hypotheses testing confirm the association between the dimensions and measures of this study. The criterion value for decision making is at 5% significance level and 95% confidence level respectively. If r is greater than 5% level of significance we accept the alternate hypothesis and reject the null hypothesis, vis-à-vis.

Hypothesis 1: There is no significant association linking service rebranding and customer value of telecommunication firms in Port Harcourt.

Table 8 Linear Regression Result of hypothesis 1

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson		
				F Change	df1	df2		Sig. Change	
1	.942 ^a	.913	.450420	.902	831.354	7	4	.000	2.787

a. Predictors: (Constant), SR

b. Dependent Variable: CV

Table 10 shows the result of hypothesis 1 indicating that there is significant association linking service rebranding and customer value at correlation coefficient r .942^a is greater the criterion value for decision marketing. From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between service rebranding and customer value. The F- statistic test value of 831.354 is statistically significant. The Durbin-Watson statistic of 2.787 is statistically significantly because it greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation' in the model specification.

Hypothesis 2: There is no significant association linking service rebranding and market share of telecommunication firms in Port Harcourt.

Table 9 Linear Regression Result of hypothesis 2

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson		
				F Change	df1	df2		Sig. Change	
1	.816 ^a	.745	.131081	.733	645.882	7	4	.000	2.008

a. Predictors: (Constant), SR

b. Dependent Variable: MS

Table 9 expresses the result of hypothesis 2 revealing that there is significant association linking service rebranding and market share at correlation coefficient r .81 6a is greater than the decision criterion. From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between follow-up and market penetration. The F- statistic test value of 645.882 is statistically significant. The Durbin-Watson statistic of 2.008 is statistically significantly because it greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation in the model specification.

Hypothesis 3: There is no significant association linking apology and customer value of telecommunication firms in Port Harcourt.

Table 10 Linear Regression Result of hypothesis 3

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson		
				R Square Change	F Change	df1	df2		Sig. Change	
1	.981 ^a	.947	.931	143.432	.961	813.786	7	4	.000	3.750

- a. Predictors: (Constant), AP
- b. Dependent Variable: CV

Table 10 represents result of hypothesis 3 showing positive association linking apology and customer value at correlation coefficient r981a. Therefore, we states that there is significant relationship between apology and customer value. Hence, the F- statistic test value of 8 13.786 is statistically significant. The Durbin-Watson statistic of 3.750 is statistically significantly because it is greater than the criterion value of 2.0 for decision making; this illustrates the presence of autocorrelation in the model specification.

Hypothesis 4: There is no significant association linking apology and market share of telecommunication firms in Port Harcourt.

Table 11 Linear Regression Result of hypothesis 4

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson		
				R Square Change	F Change	df1	df2		Sig. Change	
1	.977 ^a	.951	.917	142.423	.908	920.146	7	4	.000	2.884

- a. Predictors: (Constant), AP
- b. Dependent Variable: MS

Table 9 contains the result of hypothesis 2 indicating that there is significant association linking apology and market share at correlation coefficient r 977a at 5% level of significance. This implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between apology and market share. The F- statistic test value of 920.146 is statistically significant. The Durbin-Watson statistic o 2.884 is statistically significantly because it is greater than the criterion value of 2.0 for decision making; this illustrates the presence of autocorrelation in the model specification.

Hypothesis 5: There is no significant association linking follow-up and customer value of telecommunication firms in Port Harcourt.

Table 12 Linear Regression Result of hypothesis 5

Model	R		Change Statistics					Durbin-		
	R	Adjusted R Square	Std. Error of the Estimate	F Change	df1	df2	Sig. Change	F	Watson	
1	.823	.803	.797	141.843	.749	699.441	7	4	.000	2.112

a. Predictors: (Constant), FU
 b. Dependent Variable: CV

Table 12 expresses the result of hypothesis 5 showing that there is significant association linking follow-up and customer value at correlation coefficient $r = .823$ is greater than the decision criterion. From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between service rebranding and customer. The F- statistic test value of 699.441 is statistically significant. The Durbin-Watson statistic of 2.112 is statistically significant because it is greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation in the model specification.

Hypothesis 6: There is no significant association linking follow-up and market share of telecommunication firms in Port Harcourt.

Table 13 Linear Regression Result of hypothesis 5

Model	R		Change Statistics					Durbin-		
	R	Adjusted R Square	Std. Error of the Estimate	F Change	df1	df2	Sig. Change	F	Watson	
1	.744	.709	.721	141.994	.735	608.432	7	4	.000	2.890

a. Predictors: (Constant), FU
 b. Dependent Variable: MS

Table 13 contains the result of hypothesis 5 stresses that there is significant relationship between follow-up and market share at correlation coefficient $r = .744$ is greater than the decision criterion.

From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between service rebranding and market share. The F- statistic test value of 608.432 is statistically significant. The Durbin-Watson statistic of 2.890 is statistically significant because it is greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation in the model specification.

DISCUSSION OF FINDINGS

The results of research questions and hypotheses were used to draw-up the findings of this study. They are:

Service rebranding and customer value of telecommunication firms

The renegotiation of services is an important arsenal to remedy the failure of services that affects the market penetration of telecommunications companies in the market. Here, companies are updating their products with a new name, logo, and concept, package to represent a brand new product to allow existing and future customers to embrace the product. This result is in line with the position of Muzellec and Lainbkin, (2006).

Service rebranding and market share of telecommunication firms

Rebranding service is used as a vehicle for service failure recovery of telecommunication firms which causes market share. Rebranding service includes log-swap attributes, value rebranding, and product awareness development to create product remembrance on customer memory. Sinclair (1999) also has the idea that rebranding creates a new image in the heart of customer thereby reviving service failure recovery.

Apology and customer value of telecommunication firms

The apology approach was identified as a key factor in restoring service failure from the result of the findings. This means that market penetration during service failure recovery is made necessary through an apology approach that shows the level of business sadness presented to the customer. This way, the sad customer is agitated for repetitive purchases. Apologizing as a tool to repair service failure allows businesses to strengthen their weak area through customer feedback. The company also offsets the customer through a cash discount method in order to gain market penetration. This study is in line with the works of Gronroos (1988). Zemke and Bell, (1990), who stated that “in response to service defects or failures, service providers take measures and implement activities to return” affected customers “to satisfaction.

Apology and market share of telecommunication firms in Port Harcourt.

The most important aspect for telecommunications companies is to dominate the market. Correcting service failure with apologies for market reinforcement means that building a market relationship is crucial for customer confidence. Apologize to the customer for a poor quality of service enables you to market relationships to expand your market share. It is a tool to rejuvenate service failure. This result is in line with the findings of Colgate & Norris, (2001).

Follow-up and customer value of telecommunication firms

Follow-up significantly influences market penetration of telecommunication. It creates information delivery on service quality to the prospective and existing customer through incessant bombardment of text message, phone calls and WhatsApp message on the product development and quality. This study concord with David (2003).

Follow-up and market share of telecommunication firms

The result shows that monitoring is significantly related to the telecommunications market share of the findings. Repeated monitoring of energy market share that enhances customer knowledge of new product development. Monitoring method slips are necessary to remedy service failure through competitive positioning. These factors include bombardment text messages, phone calls and WhatsApp messages for product development and quality. This study is in agreement with David (2003).

CONCLUSION AND RECOMMENDATIONS

Service failure recovery is a business recovery tool as a result of customer service failure as a result of poor product quality that does not meet consumer expectations. Actions to integrate businesses into the market include apology, urgency, empathy, sympathy, symbolic atonement, change of name and compensation, monitoring. The findings from the findings reveal that apology, branding, and monitoring of services have had a significant impact on customer value and market share for the competitive position of telecommunications companies in Port Harcourt.

From the findings, it is recommended that:

1. The positioning of the complaining box in a strategic position should be made to enable customer lay to complain appropriately.
2. The management and response of complain should be done quickly to avert service failure again.
3. The retraining of the staff with new customer approach is necessary for competitive positioning.
4. Rebranding of a product becomes is inevitable for service failure recovery to enable competitive positioning.
5. Appropriate words for an apology should be customized to retain the customer.
6. Trade or cash discount should be incorporated into the market strategy to enable competitive positioning.
7. Service quality should be maintained.

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