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Benchmarking Culture and Organizational Performance of Event Vendors Firms in Rivers State Nigeria

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Abstract: *The study investigates the relationship between benchmarking culture and organizational performance of event vendors firms in Rivers State Nigeria. The cross-sectional survey design was adopted and a total population of 328 event vendors firms in Rivers State, Nigeria was covered. A sample size of 180 respondents were drawn from the population and the simple random sampling technique was adopted in this study. The predictor variable (benchmarking culture) was operationalized using managerial process, and continuous improvement, while the criterion variable (organizational performance) was measured using operational efficiency, and goal attainment. The hypotheses were analyzed using Partial Least Squares – Structural Equation Model (PLS-SEM) in order to ascertain the relationship between the dimensions of benchmarking culture and the measures of organizational performance. The result of the analysis revealed that there is a significant and positive relationship between the dimensions of benchmarking culture and organizational performance. It was recommended among others that the owners of the event vendors firms should ensure seamless managerial process that are geared towards efficiency as such will help increase the operational efficiency of the firm.*

Keywords: *Continuous Improvement, Goal Attainment, Managerial Process, Operational Efficiency, Organizational Performance.*

1.0 Introduction

The unprecedented changes in the world of business have increased incredibly owing to the democratization of choices, shifting consumer demographics, globalization of economies, technological advancements and the mobility of socio-cultural influences. Remaining relevant in the industry and staying competitive among stiff rivalries is mostly possible when the organization is able to maintain continuous performance in the industry. Organization performance is a key concept in management which is often used to measure the health and wellbeing of the organization. According to Veliu and Manxhari (2017), organizational performance measures how well firms are able to meet their stated goals while working with the resources at their disposal in the face of competition. According to James et al. (2022) organizational performance is the effectiveness and efficiency of a company's operations and activities in achieving its organizational goals and objectives. In this study, operational efficiency and goal attainment are the two perspectives from which business performance is analyzed. The event vendors in Rivers state has become a very lucrative business and it has helped contribute greatly to employment rate and enhanced economic activities. Boosting the performance of the event vendors will not only contribute to the gross domestic product of the country, it will further help enhance their survival and further increase their competitiveness in the dynamic business domain.

Benchmarking is a corporate performance analytical tool that contrasts a company's processes and innovation with those of its deemed best-in-class competitors, which has a significant functional impact on efficiency (Adewunmi, Koleoso & Omirin 2016). As a management tool, it entails locating best practices that could act as guidelines for procedures and implementing the necessary adjustments to bring processes up to par with best-in-class standards in order to improve corporate performance (Bi 2017). It appears that current perceptions have changed to be more competitive for the business competition, which may be overlooked as competitors or as business partners. The concept of benchmarking culture is very relevant to event vendors companies in order to remain competitive and to enhance their fortune. Several works on organizational performance has been carried out by scholars. Malaolu and Ogbuabor (2013) inquired into how training and development impact performance of organization. Ubah et al., (2019) studied how discipline in organization can influence the performance of the firm. Eziokwu and Omoankhanlen (2021) explored employee benefits and organizational performance of deposit money banks in Rivers State. Oladimeji and Udesen (2019) observed from their study that diversification strategy is important and it help increase organizational performance. Fawehinmi and Ilugbemi (2020) studied human capital and organizational performance of deposit money banks in Nigeria. Nugroho, and Jaqin, (2021) studied implementation of benchmarking method for higher education institution. There is scanty empirical work by scholars on how benchmarking culture relates with organizational performance of event vendor firms in Rivers State.

Statement of the Problem

The event vendors companies like other companies are operating in a very turbulent business domain in Rivers state. The event vendors are struggling to meet up with customers' expectations and also make profit owing to the frequent changes in prices and this has affected their performance over the years. Maintaining suitable organizational performance by event vendors has become a critical issue and the problem has intensified due to political meddling, lack of transparency, regulatory uncertainty, policy instability, persistent infrastructure deficit, uncertainty instability in prices, rapid changes in customers taste and harsh economic policies. Low level of organisational performance is very detrimental to the sustainability and continuity of the organisation (Oyonkoko & Onuoha, 2021). The event vendors has also suffered the issue of cost overrun owing to the high environmental instability. The low performance of the event vendors has also manifested in their inability to provide sufficient capacity for guest which has often lead to client's dissatisfaction.

No organisation can survive above its level of performance and inability of the organisation to perform effectively will result in loss of competitiveness. Despite the effort by the managers of the event vendor firms to enhance their creative thinking and effective event management in an attempt to boost their performance, many event vendors find it nearly impossible to pull off an extraordinary success because of the continuous increase in prices and this has jeopardise the overall success of the event vendors. Akhigbe and Worlu (2020) observed that the problem of poor performance and efficiency in organisations is one of the challenges that have weakened the competitive ability of firms in Nigeria. The issue of low organizational performance of the event vendors has intensified the rate of liquidation of most of the firms. Benchmarking culture in terms of managerial process, and continuous improvement may be useful in enhancing the success of the event vendors and also in overcoming the challenges mitigating against performance. It is on this premise that this study examined the relationship between benchmarking culture and organizational performance of event vendors in Rivers State, Nigeria.

Objectives of the Study.

The objective of the study is to examine the relationship between;

i. Managerial process and operational efficiency of event vendors firms in Rivers State, Nigeria.
ii. Managerial process and goal attainment of event vendors firms in Rivers State, Nigeria.
iii. Continuous improvement and operational efficiency of event vendors firms in Rivers State, Nigeria.
iv. Continuous improvement and goal attainment of event vendors firms in Rivers State, Nigeria.

Research Hypotheses

To answer the above research questions, the following null hypotheses were proposed.

Ho_1: There is no significant relationship between managerial process and operational efficiency of event vendors firms in Rivers State, Nigeria

Ho_2. There is no significant relationship between managerial process and goal attainment of event vendors firms in Rivers State, Nigeria.

Ho_3: There is no significant relationship between continuous improvement and operational efficiency of event vendors firms in Rivers State, Nigeria.

Ho_4: There is no significant relationship between continuous improvement and goal attainment of event vendors firms in Rivers State, Nigeria

2.0 Review of Related Literature

This study is anchored on the goal setting theory. Goal-setting fields like business, education, and government are increasingly using goal-setting theory as a motivational strategy to boost employee performance and organisational efficiency (Opoku, 2016). According to Locke and Latham (2002), a goal is the target or purpose of an action. Setting goals is one of the primary strategies that public bodies and government agencies advise using to encourage behaviour change (NICE, 2014). To the extent that it may be used to "focus and coordinate" teachers' efforts, goal-setting is one strategy that can help achieve this goal (Robinson et al., 2008). Based on research indicating that short-term or proximal goals have an impact on self-efficacy, motivation, and performance, goal setting theory was selected as the theoretical perspective for this study (Locke & Latham, 2002). Learning goals offer meaning, purpose, and motivation when they are accompanied by a sense of ownership (Bandura, 2001). According to the goal-setting principle, the goal should be whatever each person wishes to achieve (Spector, 2000). According to the notion, human behaviour is intentional (Locke & Latham, 2006), and creating goals encourages and directs behaviour towards achieving a certain objective.

Research Model

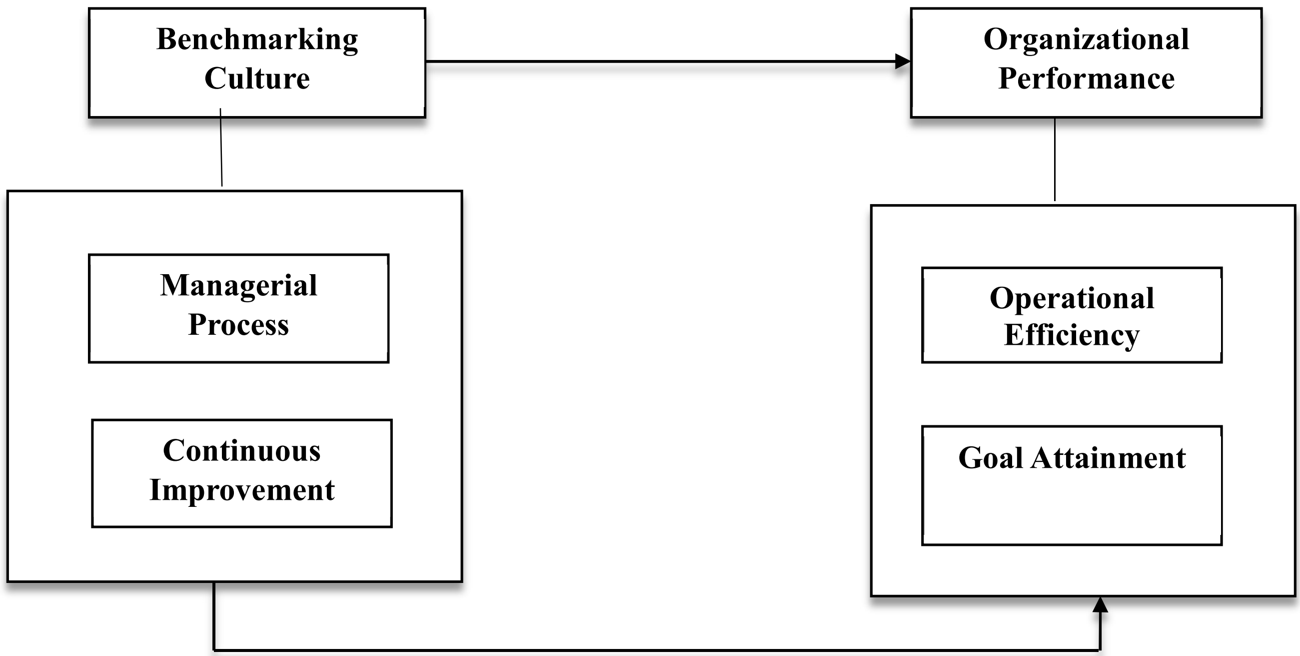

Figure 2.1: Conceptual Framework showing the relationship between benchmarking culture and organizational performance
Source: Conceptualize by the author from Abazeed (2017), and Kotance and Kuzmina-merlino (2011)

Benchmarking Culture

According to Hinton et al. (2000), benchmarking is a method that uses a tool that consists of business processes to find best practices and necessary adjustments in the key processes to maximise success. Benchmarking, according to Jetmarová (2011), is the process of contrasting an organisation with its rivals. In addition, benchmarking actively searches for the most effective concepts, procedures, and strategies that fit the company and have the potential to boost productivity. As to Bublyk (2009), the primary objective of benchmarking is to detect deviations from the reference bank (benchmark) under comparison, ascertain the reasons behind these variations, and recognise prospects for enhancing the benchmarking items. Because it pushes the company to concentrate on best practices and quality improvement, benchmarking culture is the ideal tactic for gaining and maintaining a competitive edge (Knipe, 2002). According to Rigby and Bilodeau (2007), benchmarking can also be used as a tool or instrument to help organisations identify which practices they need to change in order to reach strategic goals. For the aim of improving an organisation, benchmarking is a continual, methodical process for assessing the

goods, services, and operational procedures of companies that are acknowledged as embodying best practices (Sarkis, 2001). In general, benchmarking refers to evaluating and comparing performance. It has been applied as a methodology, a tool, and a continuous improvement approach in sectoral operations to acquire and preserve competitive advantage (Auluck, 2016).
Benchmarking facilitates comprehension and observation of the operations of best-in-class industries, which in turn teaches one how to effectively navigate their competition (Meybodi, 2010). In a similar vein, Shetty (1993) defined benchmarking as an ongoing process that compares goods, services, and procedures to those of the best rivals or those acknowledged as leaders in the field. In essence, benchmarking means studying other people. It involves enhancing the organisation by utilising the expertise and experience of others (Lankford, 2002). In fiercely competitive marketplaces, benchmarking is a tactical instrument for ongoing improvement (Juran, 2016). Benchmarking is the process of comparing a new approach to the way problems are currently solved in order to illustrate how well it works in comparison to previous approaches that have been employed by others (Syuhaida, 2009). In order to attain continuous improvement, benchmarking is an external focus on internal tasks, operations, or functions (McNair & Leibfried, 1992). Comparing a company's plans and performance to those of "best-in-class" companies—both within and outside of the industry—is known as benchmarking (Per & Hollensen, 2001).

Managerial Process:

Management is the process of creating and overseeing an organization's technology and human environment so that human talent and capacities of both individuals and groups may be fully utilised to achieve the goals for which the firm has been established. It affects how people relate to one another as well as to groups, organisations, and the environment (Dasgupta, 1969). According to Koontz (1961), management is the skill of accomplishing goals by and with the participation of members of formally organised groups. It is the art of setting up conditions that allow people to perform and work together to achieve collective objectives. Thus, management is defined by Stoner (1982) as the process of organising, planning, guiding, and overseeing the work of organisational members while utilising organisational resources to meet predetermined organisational objectives. In this instance, management refers to a group of tasks that are categorised as organising, planning, leading, and supervising the creation of strategies, plans, policies, and programmes with the intention of reaching predetermined organisational objectives (Peretomode & Peretomode, 2008). Initiating organisational actions, using projects, organisational resources, budgetary allocation, and performance evaluation of managerial operations are all done by managers (Okafor, 2014).

Continuous Improvement:

The Institute for Healthcare Improvement (2015) describes continuous improvement as an applied science that places a strong emphasis on innovation, quick and iterative cycle testing in the field, and scaling to find out what adjustments lead to benefits in specific circumstances. By establishing benchmarks, each region may be measured in terms of cost and output units. Furthermore, benchmarking can help with capital planning, strategic planning, and budgeting processes (Lyonnais, 1997). According to Imai (1997), continuous development is a more individualised and personal concept that may be used at home, at work, or in social situations. According to Atem and Yella (2007), conducting internal audits, managing reviews, evaluating

data, and putting corrective and preventive measures into place are all methods that contribute to continuous improvement. Because of this, organisations that emphasise "experimentation, learning, risk taking, teamwork, empowerment, sharing of knowledge, improvement, and customer feedback" are best suited for continuous improvement, which necessitates a commitment to learning from the company (Locke & Jain, 1995). Organisations that support continuous improvement encourage their members to innovate and provide high-quality work (Prajogo & Sohal, 2003).
However, Bessant et al. (2001) add that "there is emerging evidence that this capability (of continuous improvement routines), once established can also contribute to doing new things – to innovation routines." They define continuous improvement as a set of routines for doing what we already do better. Accordingly, standardising processes and developing a common knowledge of them can help projects realise the idea of continuous process improvement (Berggren, Järkvik & Söderlund, 2008). A formalised programme that lays out a series of measures to accomplish a general or specialised goal is applied by the improvement system (Jaca, Suárez-Barraza, Viles-Díez, Mateo-Dueñas & Santos-García, 2011). According to Ooi et al. (2006), continuous improvement is a TQM dimension that guides a company in its day-to-day management. It entails the ongoing effort from every employee to meet the company's objectives of improved quality, customer satisfaction, and eventually increased performance. To make sure that the plan keeps the boat from sinking at any point, it should be improved continuously (Ragui & Weru, 2013).

Organizational Performance

Performance is the ability of a worker to achieve goals and feel satisfied by doing so (Jayaweera, 2015). Performance is a multidimensional construct that is measured differently based on a range of criteria, according to Bate and Holton (1996). Lebans and Euske (2006) define performance as a monetary or non-monetary statistic that shows how well an organisation has accomplished its goal. Performance is the process of measuring an organization's efficacy and efficiency, according to Wiig (1995). Performance is the degree to which an organisation carries out a suitable plan with efficiency (Otley, 1999). According to Neely (2004), performance is the culmination of all the processes that will enable managers to make the right decisions now in order to build a performing organisation later on (i.e., one that is effective and efficient). Stated differently, performance is defined as the action taken today that will result in a measured outcome of value tomorrow. Performance in an organisation is described by Dobrin, Popescu, Popescu and Popescu (2012) as achieving the strategic objectives; this definition places a strong emphasis on efficiency, which can be quantified. Given the complex and multifaceted interactions between a multitude of factors, performance is a measure of competitiveness that is obtained through a level of productivity and effectiveness that guarantees its strong presence on the market (Dragomir & Pânzaru, 2014). According to Noyé (2002), performance entails achieving the objectives set forth in the organisation orientations' incorporation. According to Khandekar and Sharma (2006), organisational performance is essentially the result that shows the organization's efficiency or inefficiencies in terms of financial performance, corporate image, and competences. According to Richard, Devinney, Yip and Johnson (2009), organisational performance is the actual output or results of an organisation as compared to its anticipated outputs (or aims and objectives). Hiring the correct employees can improve organisational performance (Cabrita &

Bontis, 2008). An organization's capacity to satisfy the needs of its shareholders and endure in the marketplace is reflected in its organisational performance (Gryphon, 2003).

Operational Efficiency:

Efficiency, according to Peter Drucker, is "doing things right" (Drucker, 1963). Operational efficiency, which is composed of the terms "operations" and "efficiency," is, to put it simply, a job or work metric (Omhonria & Needorn, 2022). According to Abdel-Megeid et al. (2020), the term "efficiency" is understood in the context of both manufacturing firms and strategic management collected works as a component of firm-specific variables like market share, cost control, innovation, and management skills that determine current firm performance and its consistency. Efficiency is the capacity of the bank to turn a profit from a specific source of income and to produce revenue from a specific number of assets (Alemayehu & Belete, 2019). Efficiency is an input-output connection that refers to the capacity to do tasks correctly. Effective managers are those who can reduce the cost of the resources they employ to achieve their objectives (Stoner & Wankel, 1986). According to Eskandari (2007), an organization's operational efficiency is correlated with the best use of its resources. Operational efficiency in the context of business is the ratio of outputs obtained from the enterprise to an input required to run the enterprise (Dilshani, Praveeni & Fernando, 2019). Effective management entails carrying out the proper tasks, that is, reaching the intended objectives, and producing favourable outcomes for the company (Omar, 2023). Efficiency gauges how well inputs are converted into outputs or the relationship between inputs and outputs (Low, 2000). The primary factor influencing a company's long-term viability is its operational efficiency (Ndolo, 2015). According to Picincu (2018), operational efficiency is defined as the procedures that a business, firm, or organisation uses to streamline its operations in order to continuously provide high-quality products or services to its clients while utilising the fewest resources feasible.

Goal Attainment:

As stated by Samuel and Udo (2023), goals function as a yardstick for performance, a basis for organising and managing an organization's activities, a way to direct decision-making, and a way to justify actions taken. In connection to the current circumstance, the objective articulates a basic purpose that stands for a desire that is an end in and of itself (Bond, Carlson & Keeney, 2008). Organisational goals can be successfully attained, according to Sasmita and Fitrananda (2020), if they take into consideration the several aspects that influence these activities and are modified in accordance with needs. Within a social system, mobilisation happens via the creation and use of power, and goal attainment operates through political actions (Sikpi & Enoch, 2022). According to Bipp and Kleingeld (2011), organisational goal attainment is defined by an individual's commitment to or resolution to reach a goal as well as the cognitive, emotional, and behavioural components of the goal seeking process. The ability to reach the goals that the workplace aims to accomplish is known as organisational goal attainment (Samuel & Udo, 2023).

Empirical Review

Abazeed (2017) examined the effect of benchmarking culture and its impact on operational performance on industrial companies in Jordan. The design of this study is survey-based. 50

industrial enterprises with 315 employees each from Amman and Irbid were randomly selected to make up the sample. A questionnaire was sent out by the researcher to gather the data needed for the study. For the analysis, Cronbach's alpha was used. The findings showed that the operational performance of industrial companies in Jordan was significantly and favourably influenced by all aspects of the benchmarking culture, including prior benchmarking experience, behaviour of internal analysis, behaviour of external analysis, continuous improvement mentality, share of internal opinions, comparison with a market leader, quality policy communication, organisational learning, and team development. Thus, it was determined that performance enhancement is significantly influenced by benchmarking culture.
Aly (2021) explored the managers' implementation of benchmarking and its relation to accomplishment of competitive advantage and flourishing from Nurses' Perspective at One of Al-Azhar University Hospitals, Egypt. To complete the staff nurse sample, a basic random sample procedure was applied. 182 staff nurses make up the final sample size, with a 97% confidence level. The benchmarking survey was used to gather information. The data analysis tool was IBM SPSS Statistics for Windows, Version (22.0). The study found that managers use benchmarking to achieve a competitive advantage, with a degree of effect (β=0.862) and a coefficient of determination (R2 = 0.743). Employee success is a result of managers using benchmarking, as evidenced by the degree of effect (β = 0.535) and coefficient of determination (R2 = 0.286). The study's findings lead to the following conclusion: nurses' perceptions of hospital management' use of benchmarking are generally positive.

Bernal-Torres, Paipa-Galeano, Jarrah-Nezhad, Agudelo-Otálora and Millán (2021) did a study on continuous improvement and business sustainability in companies of an emerging market in Colombia. The study's design is survey-based. The sample method employed was simple random sampling. The sample size in Colombia consists of 120 businesses of various sizes across 13 distinct industrial sectors, including food, energy, health, financial services, and logistics. Respondents received questionnaires in order to provide data for the research. Cronbach's alpha and multivariate logistic regression analysis (MLRA) were used in the analysis. The analysis demonstrates how parts of continuous improvement (teams and systems) such as employee involvement, talent maintenance, training, and evaluation with feedback have an impact on the sustainability of the organisation. In emerging markets, the results validate the influence of work teams and CI systems on every BS dimension. They also identify four major categories that significantly contribute to BS.

Ongosi, Magutu, Ongeri, Bosire and Mogendi (2020) did a survey on the use of benchmarking as a continuous improvement tool for ministry of agriculture Parastatals in Kenya. The study design selected was a survey. Sixty-two (62) respondents were sampled from the targeted population, which consisted of all twenty-four parastatals under the Ministry of Agriculture, using the census sampling approach. Questionnaires were distributed as part of the data collection process, and the statistical package for science (SPSS) was used for the analysis. The findings indicate that the performance of Kenyan food manufacturing enterprises and their BPR approach have a favourable and statistically significant link. Therefore, the findings are consistent with resource advantage theory's anchoring assumption.

Mabai and Hove (2020) studied factors affecting organisational performance of a human settlement department in South Africa. The method of quantitative research was applied. The random sample technique was used for the sampling process. The sample size for this study is 72 respondents. Data was gathered via administering questionnaires. The data was analysed using SPSS version 25. The majority of respondents confirmed that economic considerations have a negative impact on the department, as indicated by the results. The findings have demonstrated that the department can align its departmental strategic plans on a platform that strategic planning offers. The study found that the elements influencing departmental performance are the working environment, organisational culture, organisational assets, human resources management, organisational structure, and leadership.

Omhonria and Needorn (2022) examined production capacity improvement and organizational performance of manufacturing firms in Rivers State, Nigeria. In the study, a cross-sectional survey was used. Every one of the chosen companies was subjected to the systematic sampling technique. One hundred forty-seven (147) people made up the sample size that was selected from the population. To gather data, copies of questionnaires were distributed to respondents. The gathered information was analysed using Spearman's rank order correlation. The analysis revealed a strong positive correlation between the organisational performance metrics (objective achievement and operational efficiency) and the production capacity enhancement aspects (capacity utilisation and maintenance/control). Therefore, it was determined that achieving optimal capacity utilisation as well as appropriate capacity control and maintenance would enable manufacturing companies in Rivers State, Nigeria, increase their operational effectiveness and achieve their goals.

3.0 Methodology

The cross-sectional survey which is a type of the quasi-experimental design was used in this study. The population of this study covered three hundred and twenty-eight (328) invent vendors in Rivers state. A sample size of one hundred and eighty (180) respondents were drawn from the population and the simple random sampling technique was adopted in this study. A total of 180 questionnaires was distributed to event vendors. Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. Partial Least Squares - Structural Equation Modelling (PLS-SEM) with SmartPLS version 4.1.0.2 software were used to examine the data.

Table 1: Reliability Test

	Cronbach's Alpha
Goal Attainment	0.727
Operational Efficiency	0.787
Managerial Process	0.781
Continuous Improvement	0.747

The Cronbach’s Alpha reliability and Composite reliability values for each of the constructs were greater than 0.7. Therefore, our constructs are reliable.

Table 2: Validity Test

	Average Variance Extracted (AVE)	Goal Attainment	Operational Efficiency	Managerial Process	Continuous Improvement
Goal Attainment	0.531	**0.729**			
Operational Efficiency	0.521	0.186	**0.722**		
Managerial Process	0.557	0.249	0.186	**0.746**	
Continuous Improvement	0.546	0.441	0.273	0.109	**0.739**

The average variance extracted (AVE) of all the constructs are greater than 0.5 which signifies the presence of convergent validity. The diagonal values (in bold) are greater than the AVEs, thus confirming that each construct is distinct from any other one. Hence, the model endorsed discriminant validity for all the constructs.

4.0 Result

The study deduced the suitability of a sample size of 180. The researcher mobilized 180 (100%) copies of the questionnaire to the sample areas. While only 175 (97.2%) copies of the questionnaire were retrieved, the researcher observed that 7 (3.9%) copies of the questionnaire were either wrongly filled or incomplete thereby making them invalid to the study. This owes largely to non-adherence to stipulated instructions by respondents, honest omission by respondents and selections of multiple options in a single item which will actively invalidates the questionnaire. Only 168 (93.3%) of mobilized copies of the questionnaire were considered valid and admissible and therefore utilized in the study.

Benchmarking Culture = BMC; Managerial Process = MAP; Continuous Improvement = COI; Organizational Performance = ORR; Operational Efficiency = OPE; Goal Attainment = GOA

Test of Hypotheses 1 and 2

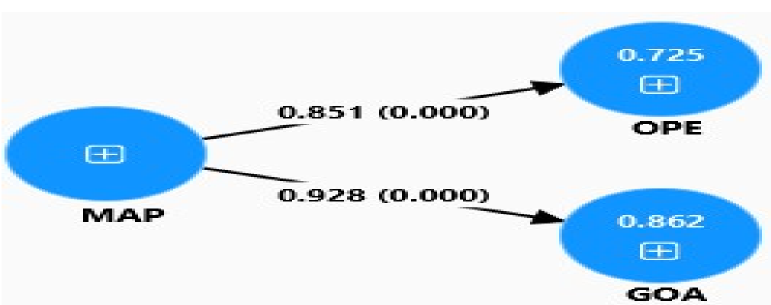

Figure 2: Hypotheses 1 and 2

From figure 4.2, the path coefficient indicates that there are positive and significant paths between Managerial Process and Operational Efficiency (β = 0.851, p = 0.000), and Managerial Process and Goal Attainment (β = 0.928, p = 0.000). Therefore, H_{O1} and H_{O2} were rejected. Therefore, it can be concluded that:

There is a significant relationship between Managerial Process and Operational Efficiency of event vendors firms in Rivers State, Nigeria.

There is a significant relationship between Managerial Process and Goal Attainment of event vendors firms in Rivers State, Nigeria.

Test of Hypotheses 3 and 4

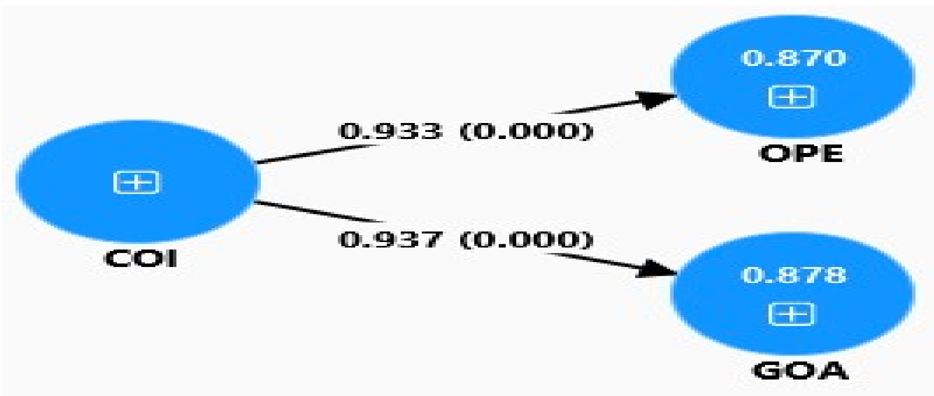

Figure 3: Hypotheses 3 and 4

From figure 4.3, the path coefficient indicates that there are positive and significant paths between Continuous Improvement and Operational Efficiency (β = 0.933, p = 0.000), and Continuous Improvement and Goal Attainment (β = 0.937, p = 0.000). Therefore, H_{O5} and H_{O6} were rejected. Therefore, it can be concluded that:
There is a significant relationship between Continuous Improvement and Operational Efficiency of event vendors firms in Rivers State, Nigeria.
There is a significant relationship between Continuous Improvement and Goal Attainment of event vendors firms in Rivers State, Nigeria.

5.0 Discussion of Findings

The relationship between Managerial Process and Operational Efficiency

The Managerial Process and Operational Efficiency results suggest that β = 0.851, p = 0.000, and r^2 = 0.728. This implies that the two variables have a significant association. The level of significance is 0.000, which is less than the 0.05 cut-off. Managerial Process has a good association with Operational Efficiency, as evidenced by the path coefficient of 0.851. Furthermore, with a coefficient of determination of 0.728, a unit change in Managerial Process can explain for up to 72.8% of the entire variation in Operational Efficiency. As a result, Managerial Process is an important aspect in organizations and can affect Operational Efficiency. The discovery was consistent with Abazeed (2017) who asserted that Operational Efficiency is significantly influenced by Managerial Process.

The relationship between Managerial Process and Goal Attainment

Managerial Process and Goal Attainment studies found that $\beta = 0.928$, $p = 0.000$, and $r^2 = 0.862$. This demonstrates that there is a significant association between Managerial Process and Goal Attainment. Managerial Process has a link with Goal Attainment, as evidenced by the path coefficient of 0.928. The level of significance is 0.000, which is less than the maximum permissible limit for accepting the null hypothesis (0.05). With a coefficient of determination of 0.862, a unit change in Managerial Process can explain for up to 86.2% of the total variation in Goal Attainment. This discovery is supported by Aly (2021) that shows that Managrial Process as a Benchmarking Culture helps in Goal Attainment.

The relationship between Continuous Improvement and Operational Efficiency

The results for Continuous Improvement and Operational Efficiency were $\beta = 0.933$, $p = 0.000$, and $r^2 = 0.870$. According to this finding, Continuous Improvement has a strong and substantial link with Operational Efficiency. Continuous Improvement has a good association with Operational Efficiency, as evidenced by the path coefficient of 0.933. The level of significance is 0.000, which is less than the 0.05 cut-off. With a coefficient of determination of 0.870, a unit change in Continuous Improvement can explain for up to 87.0% of the entire variation in Operational Efficiency. These findings are consistent with that of Bernal-Torres et al (2021) who pointed that Continuous Improvement has both direct and indirect impacts on Operational Efficiency. The demonstrate that parts of continuous improvement (teams and systems) such as employee involvement, talent maintenance, training, and evaluation with feedback have an impact on the Operational Efficiency of the organisation (Ongosi et al, 2020).

The relationship between Continuous Improvement and Goal Attainment

Continuous Improvement and Goal Attainment data show that $\beta = 0.937$, $p = 0.000$, and $r^2 = 0.878$, indicating that Goal Attainment has a strong and significant association with Goal Attainment. Continuous Improvement has a good association with Goal Attainment, as evidenced by the path coefficient of 0.937. The level of significance is 0.000, which is less than the 0.05 threshold, resulting in the rejection of the null hypothesis. With a coefficient of determination of 0.878, a unit change in Continuous Improvement can account for up to 87.8% of the entire variation in Goal Attainment. According to the research conducted by Mabai and Hove (2020) who conclude that there is a significant relationship between Continuous Improvement and Goal Attainment. Omhonria and Needorn (2022) determined that achieving optimal capacity utilisation as well as appropriate capacity control and maintenance would enable firms increase their operational effectiveness and achieve their goals.

vi. Conclusion and Recommendations

The study explores the relationship between benchmarking culture and organizational performance among event vendors firms in Rivers State, Nigeria. The findings indicate a significant relationship between the managerial processes of event vendors and their operational efficiency. Effective managerial practices, including strategic planning, resource allocation, and decision-making processes, are instrumental in enhancing operational performance. This relationship underscores the importance of structured and well-defined managerial processes in driving efficiency. There is also a strong relationship between managerial processes and goal attainment. Firms that adopt robust managerial frameworks are more likely to meet their objectives. This suggests that clear, goal-oriented management practices are essential for the successful achievement of business goals in the event industry.

Continuous improvement practices are positively correlated with operational efficiency. Event vendors that embrace a culture of ongoing improvement, learning from past events, and refining their processes consistently perform better operationally. This indicates that a commitment to continuous improvement is vital for sustaining high levels of efficiency. The relationship between continuous improvement and goal attainment is also significant. Firms that continuously seek to improve their processes and services are more likely to achieve their strategic goals. This reflects the critical role of an adaptive and proactive approach in the dynamic event industry. Based on the conclusions, the following recommendations are proffered;

v. The owners of the event vendors firms should ensure seamless managerial process that are geared towards efficiency as such will help increase the operational efficiency of the firm.
vi. The owners of the event vendors firms should search out for other comptetitors strategy that are favourable and then adopt them as such will help increase their goal attainment.
vii. The owners of the event vendors firms should establish a continuous improvement committee within the organization that regularly reviews and updates operational processe and encourage a culture of feedback and iteration to ensure operational efficiency.
viii. The owners of the event vendors firms need Integrate continuous improvement methodologies such as Six Sigma into the company's strategic planning as such will help boost goal attainment of the organization.

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