



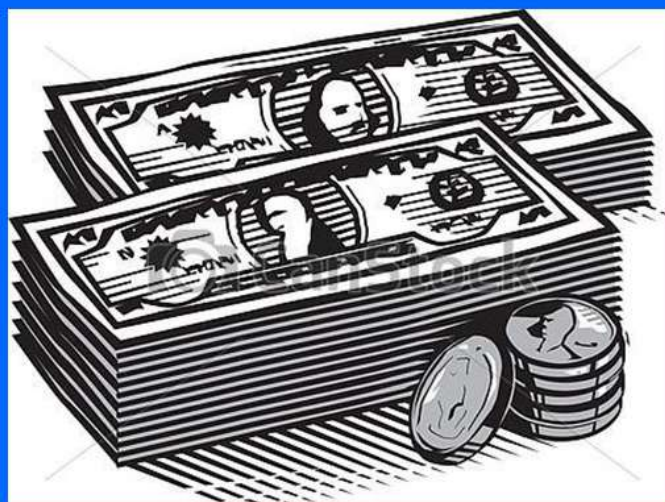
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Psychosocial Mentoring and Organizational Survival of Private Hospitals in Port Harcourt

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Abstract: *This study investigated the relationship between psychosocial mentoring and organizational survival of private hospitals in Port Harcourt. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was 780 employees of 16 private hospitals in Port Harcourt. The sample size of 264 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 psychosocial mentoring and organizational survival of private hospitals in Port Harcourt. The study recommends that mentoring should be entirely voluntary and not imposed and that confidentiality is essential. It is important that both mentors and mentees fully understand the purpose and limits of the mentoring relationship.*

Keywords: *Prosocial Mentoring, Organizational Survival, Innovation, Adaptability, Effectiveness*

INTRODUCTION

Organizational survival is very crucial, especially at this period of business turbulence and stiffer competition. Therefore, maintaining a place in this competitive era becomes not only the responsibility of the owners or leaders of the organization but that of the employees. Employees are part of the company's resources which has been found to appreciate with time by knowledge gained, skills, abilities and experience. The success of business depends on collaboration and stakeholder interests that have to be shared, they must be working for the same purpose, otherwise business will come to an end and new collaborations will be formed (Venkatarama, Lawrence & Kob, 2001). Thus, involvement of employees in the firm's quest for survival is tapping into their knowledge and experience for gaining competitive advantage and earning a retained workforce. There is no gain saying that surviving in the global arena and meeting up with increasing demand on firms in the market place has warranted many researchers and academicians to resort to paying attention to the individual employees in the organization, because innovation in product and services are brought about by these individuals.

The employees need to be properly equipped, and guided to effectively function as panacea for organizational survival. To this end, the employee needs continuous guide or mentoring. This singular factor or variable positively or negatively affects and to a large extent determines the organization's ability to survival in the competitive future. Therefore, a good insight of the role of mentoring in determining the future of the organization will of cause strengthen and ameliorate the incidence of organizational failure. Although, there are scanty researches in this area of study available in management literature ; However, there are consensus of opinion that have explicitly asserted that mentoring is a means by which knowledge is transferred among individuals (Gallupe, 2001). Similarly, despite the emphasis by early mentoring researchers on the importance of knowledge sharing, modern researchers are just beginning to explicitly examine the linkages between mentoring and organizational survival (Lankau & Scandura, 2007).The most obvious and often discussed benefits of mentoring are those related to the development of human resources. Mentoring can contribute to employee motivation, job performance, and sustainability and retention rates. However, other important benefits are often overlooked. These are related to the long-term health of the organization as a social system. One such contribution is that mentoring provides a structured system for strengthening and assuring the continuity of an organizational. Sustained organizational culture provides members with a common value base, and with implicit knowledge of what is expected of them and what they in turn can expect from the organization, this factor can be vital to organizational success, effectiveness and survival.

Mentoring is frequently used in companies as a systemic solution to increase the performance of employees (Lisa, 2011). Mentoring is essential in the 21st century workplace where there changing business climate, which involves an expected large exodus of executives, increase in the use of technology, and global competition. A large proportion of the executives are between the age of 46 to 64 years and more than 50% are bound to retire in a few years (Callanan & Greenhaus, 2008). When these people retire, they will take with them knowledge that is needed by organizations to continue to grow, be profitable, and sustain employee performance levels. This is because the senior leaders who believed in the organization vision, knowledge, external and internal personal networks, skills and historical context will be lost when these individuals leave the organization (Peterson and Hicks, 2010). Therefore, the need to transfer this knowledge to the next generation of leaders, managers and other is important to sustain employee performance. In this regard, mentoring is needed to address the great loss of knowledge and lost performance that is anticipated to occur. The term mentoring is usually confused with coaching, although the terms are distinctly different their definitions are based on the specific activity that is taking place and the role of the players (Brockbank and McGill, 2006). Coaching is a term is used to describe a variety of activities from sports coaching, life coaching, leadership and executive coaching to team coaching in organisations (Thomas, 2011). Coaching is largely used when a person or organisation is working towards some change in growth and development, and improving performance (Ritchie and Genoni, 2012). Whereas, mentoring is often associated with induction, career and personal development and personal change (Cameron, 2007).

Studies have shown that mentoring is most often hindered by multitudes of issues, such as: fear of retirement, fear of the unknown, fear of losing control, fear of death, lack of interests outside work, and a strong sense of personal attachment to the company (Ibrahim, Soufani & Lam, 2001). Mentorship of subordinates for the company has also been found to be an area of contention in employees' performance.

This has been corroborated by Rothwell (2010) who stated that mentoring subordinates are a large part to employees' performance and the lack of mentorship reduces the likelihood of better- performance of employees hence a threat to the future survival of the organization. Mentoring are of different forms, for example, a number of writers, such as Sambrook (2005), have been influenced by the differentiation made by Fulmer (2002) who propose that the mentor's task is "to provide both technical and emotional support. Paglis, Green and Bauer (2006) found in the organizational behavior literature, particularly in the work of Kram, the distinction between psychosocial and career functions of mentoring, where the former develops a student's competence, confidence, and effectiveness, and the latter, career development. Since their study was conducted within the "hard sciences", career development had largely to do with continuing research productivity beyond graduation. Within these two broad categories of professional or academic roles and what is often referred to as the psychosocial domain, several attributes emerge from the literature that explicate these two domains more fully, although in practice, academic and emotional or psychosocial support are interwoven (Mortenson, 2006). On one hand, the academic domain encompasses technical and informational functions of the mentor that support mentee development of appropriate knowledge, skills, and attitudes. In the academic domain, four primary attributes were identified: competence, availability, induction, and challenge. On the other hand, the psychosocial domain includes the qualities and skills in building and sustaining interpersonal relationships, and the values, attitudes, and effects involved in mentoring. In the psychosocial domain, three attributes emerged: the faculty member's personal qualities, communication, and emotional support.

This study therefore examined the relationship between psychosocial mentoring and organizational survival of private hospitals in Port Harcourt.

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

- i. What is the relationship between psychosocial mentoring and innovation in public hospitals in Port Harcourt Rivers State?
- ii. What is the relationship between psychosocial mentoring and adaptability of private hospitals In Port Harcourt Rivers State?
- iii. What is the relationship between psychosocial mentoring and effectiveness of service delivered by private hospitals in Rivers State?

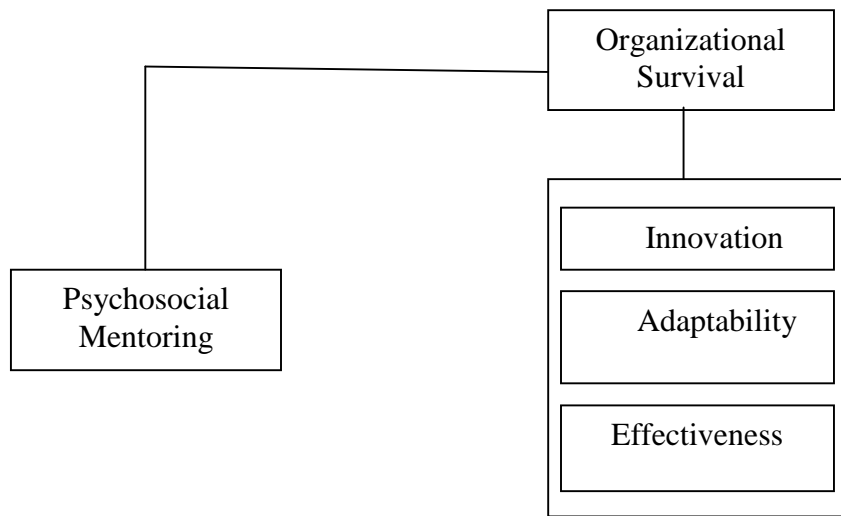


Fig.1 *Conceptual Framework for the relationship between psychosocial mentoring and organizational survival*

Source: *Author's Desk Research, 2019*

LITERATURE REVIEW

Theoretical Foundation

The study derives its theoretical support from Bandura (1997) social learning theory and Relationship/Transformational Theory put forward by Wilson & Elman (1990). According to Bandura (1997) "Learning would be laborious, not to mention hazardous, if people had to rely solely on the effects of their own actions to inform them on what to do. Fortunately, most human behaviour is learned observationally through modeling (from observing others), one forms an idea of how new behaviors are performed, and on later occasions this coded information serves as a guide for action".

Simply put, the process of mentoring is facilitated by the protégé observing and modeling the behavior of the mentor in the relevant social context. Merriam and Carafarella (1999) further express the relevance of the social learning theory in reference to mentoring by stating "Social learning theories contribute to adult learning by highlighting the importance of social context and explicating the process of modeling and mentoring". In the same vein, the social cognitive theory supports the understanding of the mentoring theory. It states that knowledge can be enhanced by a close identification between the observer and the model as obtained between mentor and mentee. Mentoring theory claims that the mentor is able to help the protégé develop a sense of competence, confidence and self-esteem through the provision of psychological support (Allen & Day, 2002). This view is clarified by the principles of social learning theory.

It is imperative to note that these theories are important for the practitioner and the scientist because they provide a rational and explicit framework in which to organize information and to guide research (Miller, 1989; Lunsford, 2007). Indeed, knowledge is advanced with researchers collecting data to prove or disprove theories (Kukla, 1989). On the part, Relationship theories, also known as transformational theories by Wilson and Elman (1990), focus on the connections formed between leaders and followers. In these theories, leadership is the process by which a person *engages* with others and is able to “create a connection” that results in increased motivation and morality in both followers and leaders. Relationship theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers (Lamb, 2013). Relationship or transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also on each person to fulfilling his or her potential. Leaders of this style often have high ethical and moral standards (Charry, 2012).

Mentoring

A mentor is an individual with expertise who can help develop the career of a mentee. A mentor often has two primary functions for the mentee. The career related function establishes the mentor as a coach who provides advice to enhance the mentee's professional performance and development. The psychosocial function establishes the mentor as a role model and support system for the mentee. Both functions provide explicit and implicit lessons related to professional development as well as general work-life balance. For the purposes of this research,, it is important to differentiate between the terms protégé and mentee. The term protégé has a clear history in mentoring research and primarily applies to individuals engaged in senior-mentor and junior-protégé relationships within an organization where protégés are clearly identified as “under the wing” of a mentor—protected and nurtured over time. The term mentee is used here to refer to the broad range of individuals who may be in the role of “learner” in mentoring relationships, regardless of the age or position of the mentor and mentee.

Research has consistently found mentored individuals to be more satisfied and committed to their professions than non-mentored individuals (Wanberg, Welsh & Hezlett, 2003). Furthermore, mentored individuals often earn higher performance evaluations, higher salaries, and faster career progress than non-mentored individuals. Mentors can also benefit from a successful mentoring relationship by deriving satisfaction from helping to develop the next generation of leaders, feeling rejuvenated in their own career development, learning how to use new technologies, or becoming aware of issues, methods, or perspectives that are important to their field.

Psychosocial Mentoring

Psychosocial mentoring support covers “those aspects of a relationship that enhance an individual's sense of competence, identity and effectiveness in a professional role” (Kram, 1985: 32). Psychosocial mentoring includes various functions, such as mentors serving as *role-model*; conveying unconditional positive regard toward protégé through

unconditional *acceptance and confirmation*; encouraging protégé to discuss his anxieties and fears without any hesitation and *counseling* him by informally interacting with him by becoming his *friend* (Kram, 1985; Noe, 1988). These functions promote the personal growth of the protégé with the aid of mentor's emotional support and guidance (Chao, 1998). According to Simon, Perry and Roff (2008), psychosocial mentoring functions operate at an interpersonal level, and represent a deeper and a more intense aspect of the mentoring relationships (Allen, Eby, Poteet, Lentz, & Lima, 2004). Such type of mentoring often evolves into a more emotional bond and a pleasurable positive interpersonal contact develops between the mentor and the protégé (Raabe & Beehr, 2003).

Psychosocial Mentoring and Career Resilience

Numerous studies have suggested that managerial support plays a key role in the employee's career development (Noe, Noe, & Bachhuber, 1990) and other commitment behaviors (Colarelli & Bishop, 1990). The role of managers is also important for inculcating positive feelings in an individual about one's career (Allen et al., 2004). According to Noe, Noe and Bachhuber (1990), employees show high levels of career resilience when manager provides performance feedback, communicates the expectations and discusses thoroughly about career-related issues (Noe et al., 1990). Besides this, psychosocial mentoring functions enhance an individual's ability and may alleviate work-related stress (Greiman, 2007). We, thus, assume that in dealing with emotional reactions that prevail in the workplace during times of adversities and turbulence, psychosocial mentoring would serve as a potential tool to enhance career resilience of the employees.

The role of personality in mentoring relationships has gained a significant importance in the recent years (Ragins & Kram, 2007; Turban & Lee, 2007). Some of the personality traits being domain specific strongly influence mentoring relationships (Ragins & Kram, 2007). Turban and Dougherty (1999) have identified high internal locus of control, self-monitoring and emotional stability as the main personality traits decisive of a person's attraction to receive mentoring. Also mentoring represents a dynamic interpersonal relationship between mentor and protégé in which protégé's personality is highly crucial (Ehrich, Tennent & Hansford, 2002). We argue that the relationship between emotional stability and career resilience will be mediated by psychosocial mentoring support. This is because psychosocial mentoring support provides the most appropriate route through which protégés feel comfortable to share their problems with mentor on a regular interaction basis (Fagenson-Eland, Marks & Amendola, 1997). Moreover, *friendly nature and admiration of the mentor* in psychosocial mentoring also contributes to the establishment of interpersonal comfort in the mentor-protégé relationship. This helps in reducing the stress and tension prevalent during the times of turbulence (Kram & Hall, 1989). Similarly, unconditional *acceptance and confirmation* of the mentor also instills confidence in the protégés to tackle the obstacles effectively. Thus, with the mentor assuming various roles of psychosocial mentoring; emotionally stable protégés, who show interest and attempt to initiate mentoring relationships, derive the career benefits associated with mentorship (Ragins & Kram, 2007; Turban & Lee, 2007). This enhances confidence in the protégés to face the tough times effectively, thereby, making them more careers resilient.

Organizational Survival

The competition in the industry is getting stronger and firms are adopting different strategies to be competitive in the industry. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since innovation in product and services are brought about by these individuals. In this study, three measures of organizational survival were reviewed. Innovation The concept of innovation was first introduced by Schumpeter (1949). Innovation was emphasized in entrepreneurial process by describing the growth of economies as driven by changes made to the existing market structure through the introduction of new goods and services. Similarly, the entrepreneurial orientation

literature describes innovativeness as efforts focused on the discovery of new opportunities and solutions (Dess & Lumpkin, 2005). Thus innovation are described in terms of individuals creative ability who strongly believe in what they do and promote it through organization stages to arouse support for the business concept among key stakeholders, creates internal acceptance of the new idea, and represents the venture to resource allocators to ensure sufficient resources are released for development (Howell & Boies, 2004; Howell, *et al.*, 2005; Markham, 1998). These changes include providing resources for technical development and acquiring the support of others in the organization or in outside organizations. Gaining this support requires negotiation, bargaining, and coalition building. Organizational change, then, is a very complex process. Change of this sort can be very difficult. Significant innovations can be resisted; fall victim to competing ideas, or fail to be sustained (Massachusetts Institute of Technology). Evans (2013) argued that organizational innovations are instances of organizational change that: result from a shift in underlying organizational assumptions, are discontinuous from previous practice, and Provide new pathways to creating public value. He further explained that, innovation, takes an organization and its programs, down a new, previously unpredictable path which turns out to be deeply linked to the organization's purpose.

Measures of Organizational Performance

Adaptability

Adaptability is the degree to which an organization has the ability to alter behavior, structures; and systems in order to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah and Baridam, 2012). Environmental uncertainty represents an important contingency for organization structure and internal behaviours (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Kane and Shogren, 2000; Smit and Pilifosova, 2001). Adatability is defined as the modification and alterations in the organizations or its components in order to adjust to changes in the environment (Cameron, 1984). Adaptability is defined as an organization's capacity to embrace change or be changed to fit an altered environment. Adatability is not viewed as a one stop process of organizational change but as a continuous process during an organization's life cycle. Davenport (1993) stresses that adatability is a process of organizational change that should be practiced in the context of a continuity process of human and organization improvement over time (Davenport, 1993). This enables an organization and its people to effectively adapt to environmental change (Guha, Grover, Kettinger, & Teng, 1997).

Innovation

What is innovation? Usually, the word innovation is often being confused with the word invention. According to Lin (2006), the word innovation is originated from Latin word, *innovare* which means “to make something new”. Back in 1985, Drucker (1985) had defined innovation as the entrepreneurs’ specific tool to exploit change for a diverse business or service. He added, this innovation can be presented as a discipline which can be learned and practiced.

In other words, innovation is also said as “an idea, practice, or object that is perceived as new by an individual or other unit of adoption” (Daugherty *et al.*, 2011; Grawe, 2009; Rogers, 1995). Meanwhile, Tidd, Bessant, Pavitt, and Wiley (1998) defined innovation as a process of transforming an opportunity into fresh ideas and being widely used in practice. Quite similar to Bentz (1997) who assumed that innovation is to bring out a new or enhanced process, service or products for the marketing. Afuah (1998) suggested innovation is the “use of new technical and administrative knowledge to offer a new product or service to customers.

Adaptability

Nelson *et al.*, (2010), Kozlowski *et al.*, (2001), Le Pine *et al.*, (2000), O’Connell *et al.*, (2010), Pulakos *et al.*, (2000) and Nelson *et al.*, (2010) stated that experts in adaptability recognize changes in task priorities and the need to modify strategies and actions. Cognitive frame changing, the capacity to switch among various perspectives or frames of reference, is a core skill in adaptive problem solving. It allows solving problems that have changed fundamentally and thereby avoiding the problem of fixation on obsolete strategies. A number of concepts that are closely related to cognitive frame changing have been identified by Nelson *et al.* (2010) such as: perspective-taking, cross-cultural code switching, switching methodological mindsets, and divergent thinking. Perspective taking is a skill that facilitates understanding how another individual sees the world, which is important for effective negotiations and interpersonal relationships. Cross-cultural code switching is a skill that enables individuals to interpret environmental stimuli and identify culturally appropriate responses by changing the cultural frames they deploy. Switching methodological mindsets is a skill by which an individual can think about problems in a new way that allows for creative insights, for instance by adopting multiple means of analysis.

Finally, divergent thinking is a skill by which underlying logics become more different from another in a team setting, by which more fundamental questions about a problem can be asked for a better understanding of the problem. A problem with cognitive frame changing is that it is a very hard thing to do. It requires individuals to recognize their enacted mindsets and then consciously evaluate and alter them, which is not an easy task (Nelson *et al.*, 2010). However, strategies are formulated that allow an individual to develop cognitive frame changing skills such as: experiential variety, self-regulation, adaptive guidance and error management training.

Effectiveness

Effectiveness is a broad concept that is difficult to measure in organizations. According to (Amah, 2014) the concept of organizational effectiveness is an elusive one that there

is no single way of defining it. This may be due to the too many criteria used and the many definitions available for the concept. (Veldsman, 1982) defined organizational effectiveness as a qualification attached to an organizations resulting from the comparison from the actual state of the entity against its ideal state. He posits that an organization can either be effective or ineffective. Effective organizations are built on effective individuals who work effectively in groups Lawler, (1972). There are different variables for measuring organizational effectiveness. Maheshwari (1980) said this much when he opined that that organizational effectiveness is a multi-dimensional concept, which has no agreement as to which dimensions are significant and should be used as the basis of the analysis.

The Relationship between Prosocial Mentoring and Organizational Performance

Considering the views of several others scholars, Avery (2008), states that, during the past four decades, the impact of mentorship on employee performance has been a topic of interest among academics and practitioners working in the area of mentoring. I agreed with the above positions as in the medical industry, skills are characterized as 'hands on', which provides stress, intervention, and control of operations and interactions between members at all levels in the organization. This according to Mullins (1998) is due largely to the widespread believed that mentorship can affect the performance of employee and more so mentorship is considered by some researchers to be particularly important in achieving organizational goals, and in working performance among subordinates.

Several reasons indicate that, there are relationships between mentorship and employees performance. The first reason, relates to today's intensive, dynamic markets feature innovation based competition, price performance, rivalry, decreasing returns, and the creative destruction of existing competence, scholars and practitioners view are of the opinion that effective mentorship can facilitate the improvement of employees performance when organizations face these new challenges (Avery 2008).

Understanding the effects of mentorship on employees' performance (Zhu *et al.*, 2005 in Avery 2008) posit that, it is also important because leaders are viewed by researchers as mentors with key driving forces for improving employees' performance; Effective mentorship to them is seen as a potent source for management development and sustained competitive advantage for organizational performance improvement. According to Mehra *et al.* (2006) in (Avery 2008) when some organizations seek efficient ways to enable them to outperform others, a long' standing approach is to focus on the effects of mentorship. This is because mentors are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments and coordinating collective actions.

From the foregoing discussion, we hereby hypothesized that:

H₀₁: There is no significant relationship between psychosocial mentoring and innovation of private hospitals in Port Harcourt Rivers State.

H₀₂: There is no significant relationship between psychosocial mentoring and adaptability of private hospitals In Port Harcourt Rivers State.

H₀₃: There is no significant relationship between psychosocial mentoring and effectiveness of service delivered by private hospitals in Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was 780 employees of 16 private hospitals in Port Harcourt. The sample size of 264 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

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.

Table 1: Employee Mentoring and Organizational Survival

		Psychosocial mentoring	Innovation	Adaptability	Effectiveness
Psychosocial mentoring	Correlation	1	.772**	.841**	.856**
	Sig. (2-tailed)		.000	.000	.000
	N	220	220	220	220
Innovation	Correlation	.772**	1	.837*	.786*
	Sig. (2-tailed)	.000		.000	.000
	N	220	220	220	220
Adaptability	Correlation	.841*	.847**	1	.8641*
	Sig. (2-tailed)	.000	.000		.000
	N	220	220	220	220
Effectiveness	Correlation	.856**	.777**	.861**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	220	220	220	220

Source: Data Analyses 2019.

H₀₁: There is no significant relationship between psychosocial mentoring and innovation of private hospitals in Port Harcourt Rivers State.

Table 1 the relationship between psychosocial mentoring and innovation was revealed to be significant given the observed correlation: $r = .772$ and a p-value of .000 which is less than 0.05. The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of .772 reveals a direct relationship between psychosocial mentoring and innovation, which indicates that the more employees of private hospitals in Port Harcourt are psychosocially mentored, the more innovative they will be. Therefore, the hypothesis of no significant relationship between psychosocial mentoring and innovation in private hospital in River state (Null) hypothesis was rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that psychosocial mentoring is significantly related to employee innovation.

H₀₂: There is no significant relationship between psychosocial mentoring and adaptability of private hospitals In Port Harcourt Rivers State.

Table 1 showed the result of the tested relationship between psychosocial mentoring and adaptability of private hospitals in Rivers state. The relationship is revealed to be significant given the observed correlation value of: $r = .841$ and a p-value of .000 which is less than 0.05. The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of .841 reveals a direct relationship between psychosocial mentoring and adaptability, which indicates that the more employees of private hospitals in Port Harcourt are psychosocially mentored, the more they will adapt to changes. Therefore, the hypothesis of no significant relationship between psychosocial mentoring and adaptability in private hospital in River state (Null) hypothesis is rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that psychosocial mentoring is significantly related to employee adaptability.

H₀₃: There is no significant relationship between psychosocial mentoring and effectiveness of service delivered by private hospitals in Rivers State.

Table 1 above the relationship between psychosocial mentoring and innovation is revealed to be significant given the observed correlation: $r = .856$ and a p-value of .000 which is less than 0.05. The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of .856 reveals a direct relationship between psychosocial mentoring and innovation, which indicates that the more employees of private hospitals in Port Harcourt are psychosocially mentored, the more innovative they will be. Therefore, the hypothesis of no significant relationship between psychosocial mentoring and innovation in private hospital in River state (Null) hypothesis is rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that psychosocial mentoring is significantly related to employee innovation.

DISCUSSION OF FINDINGS

This study examined the relationship between prosocial mentoring on organizational survival of private hospitals in Port Harcourt Rivers State. The study findings revealed there is a significant relationship between prosocial mentoring on organizational survival of private hospitals in Port Harcourt Rivers State. This implies that mentorships aimed to increase employee proficiency on employees' job. This finding is in line with Brockbank and McGill (2006) who explained that mentorship prepares employees to have the capability to perform all required functions without guidance or supervision. Napolitano and Henderson (2011) adds that mentoring provides a mechanism for new practitioners to transfer the knowledge and skills learned in the classroom to real-world practice under the guidance of an experienced professional. The key functions of mentoring are job motivation. The findings suggest that there was an increase in job motivation due to mentoring. It seems that mentorship leads to enhanced employee motivation. The findings also established that mentorship helps employees learn their job independently. Mentoring affords the learning of job skills which inexperienced staff can apply in diverse professional circumstances, promotes productive use of knowledge, clarity of goals and roles, career success, career growth, salary increases and promotions, career and job satisfaction (Okurame, 2012). Also, a significant number of employees benefitted from gaining problem solving skills through mentorship. Similarly, Lipman-Blumen (2011) suggest that mentoring provides a cost effective way to facilitate the transfer of practical and problem solving skills from experienced professionals to new professionals, while still maintaining the high standard of quality needed for proficiency in a discipline. Mentorships also allow training and observations to be conducted anywhere (Giber, Carter and Goldsmith, 2010).

Mentorship facilitates career development which supports knowledge development that can lead to organization performance (Meleis, Hall & Stevens, 2014). The findings revealed that mentorship provides employees with inspiration on career development. Similarly, Weekes (2009) explains that mentoring accelerates the process of learning, elevating higher education beyond technical expertise. Mentors support staff skills to make new decisions and gain new competencies, providing them challenges and opportunities to grow (Dracup & Bryan-Brown, 2004). Another outcome of mentoring includes expansion of professional knowledge, institutional stability, continuity, and professional socialization (Davidhizar, 2008). Career development functions are mentor activities which facilitate inexperienced staff advancement in an organisation, while psychosocial functions are those which address the interpersonal and emotional aspects of the relationship (Ragins & Cotton, 1999).

CONCLUSION AND RECOMMENDATIONS

The tenet of mentorships is to allow new practitioners to set and achieve goals for their job role. Mentorship aims to increase the level of employee proficiency on the job, since, one of the key functions of mentoring is professional advancement. To survive, organization should create enabling environment that promote interaction between mentor and mentee in an organization, the essence of which is to ensure knowledge

transfer from one generation of employee to another. Mentorship leads to enhanced employee motivation if it is voluntary. This study thus concludes that prosocial mentoring significantly influences organizational survival of private hospitals in Port Harcourt Rivers State.

The study recommends that mentoring should be entirely voluntary and not imposed and that confidentiality is essential. It is important that both mentors and mentees fully understand the purpose and limits of the mentoring relationship. Development programmes for potential mentors are needed in other to facilitative developmental activity of an organization which is not related to, nor forms part of, organizational systems of assessment, appraisal or performance review.

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Industrial Democracy and Organizational Performance of Deposit Money Banks in Port Harcourt, Nigeria

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Abstract: *This study examined the relationship between industrial democracy and organizational performance of deposit money banks in Port Harcourt. The study adopted the cross-sectional research design and drew its population of seventy-six (76) from four strategic managers of each of the nineteen banks regional office, since the unit of analysis for the study was at the macro level. The instrument for data collection used in the study was the structured questionnaire. A total number of seventy-six (76) copies of questionnaire were administered to the respondents. To determine the strength and direction of the relationship between variables being investigated, inferential analysis using Spearman's Rank Order Correlation Statistics was employed. The results of the findings indicate that there is a significant relationship between industrial democracy and measures of organizational performance of deposit money banks studied. Therefore, the study concludes that industrial democracy predicts organizational performance of deposit money banks in Port Harcourt and recommends that deposit money banks management should ensure that grievances that results from interactions between employees and their superiors are timely resolved before it snowballs into industrial unrest.*

INTRODUCTION

The performance of the organization has generated a lot of interest amongst management teams, professionals and academics. Organizations are known to undertake numerous activities that enable them achieve their organizational objectives. It is these continuous activities that enhances the various processes of the organization and help them to become successful, this is usually quantified in a bid to determine the level of performance desired as well as the extent achieved and enables management to make up-to-date decisions on what might be looked-for within the system to instigate actions for improved performance. Therefore, it can be contended that there is a close relationship between the organizational objective and the concept of organizational performance. Consequently, every organization endeavours to accomplish specified and pre-meditated objectives by utilizing effectively available resources. In the first decade of the twenty-first century, the definition of organizational performance mostly focused on the capability and ability of an organization to efficiently utilize the available resources to achieve accomplishments consistent with the set objectives of the organization, as well as considering their relevance to its users

(Peterson, Gijsbers & Wilks, 2003). A growing attention have been focused on actions geared towards amplifying the performance and abilities of numerous firms as an important strategy for enhancing firm's general expenditure situation, resourceful abilities as well as improving customer service relationship. In addition, Krause (2008) and Wagner (2010), posits that organizational development is part of firms procedure that relatively deal with low performance thereby purposefully boosting long run business outlook that amplifies the performance or aptitude of firms to attain short- and long-term goals.

Organizational performance refers to the extent to which an organization is able to accomplish set goals such as shareholders wealth maximization, return on investment, superior market share and customer satisfaction (Armstrong, 2007). In an ideal world, performance is measured in line with market's evaluation of the firm's securities, this is as a result of focus on the fact that market price per share determines the position of all market contestants in establishing in work of individual firms. Observations has shown that most firms have not been able to attain the goals of the organization due largely to operational hiccups associated with their kind of business activities leading to meet up with the needs of customers and stakeholders alike (Wilson, 2015). Poole (1992) presented a wide-ranging categorization of industrial democracy in an article in the "Concise Encyclopedia of Participation and Co-Management and established six different molds of industrial democracy thus: workers self-management, producer co-operatives, co-determination, works councils, trade union action, and shop-floor programs. Trade union action comprises collective bargaining as its most important component, and shop-floor programs cover direct participation, team work etc. Poole (1992) incorporates the financial participation of employees under the term economic democracy.

On the other hand, Hugh (1960), came up with a radically deductive new approach to industrial democracy. Industrial democracy, in his views must provide mechanisms for protecting the rights and safeguarding the interests of industrial workers. Promoting a model of pure and simple trade unionism he asserts that, there is no effective alternative to collective bargaining as a means of protecting the interests and rights of workers. Industrial democracy is an idea in which citizenship rights in employment are held to include partial or complete participation by the workforce in the running of an industrial or commercial organization. The term, and others associated with it, is often laden with ideological overtones. At one extreme, industrial democracy implies workers' control over industry, perhaps linked with worker ownership of the means of production, as exemplified by producer's co-operative. Another approach is the appointment of worker or trade-union representatives to company boards or governing bodies. For others, industrial democracy takes the form of 'worker participation', such as collective bargaining in which trade unions operate as a kind of permanent opposition to managements. In this view, managements are seen to propose, employees and their unions offer reactions and if necessary, opposition and negotiation subsequently leads to collective agreements more or less satisfactory to both sides. Industrial democracy also includes giving scope for employee participation in management decisions,

communications, policies for improving cooperation and control of grievances and minimization of conflicts. People are generally motivated from within, but Human resources and organization focus should be on what they can do to help foster the type of environment where employees thrive to give their best performance.

Motivated employees have higher level of work engagement, reduced turnover and better performance as compared to disengaged employees. Since the organization success is directly linked with the performance of its employees the companies maintaining strong employee relations initiatives will benefit because their workforce is highly motivated to put their best efforts. Hence managing these relationships becomes important for business success, as strong and healthy relationships can lead to greater employee happiness and even increased productivity. Against this backdrop, this study examines the relationship between industrial democracy and organizational performance of deposit money banks in Port Harcourt.

The following research questions were generated for the study:

- i. To what extent does industrial democracy relate with profitability of deposit money banks in Port Harcourt?
- ii. To what extent does industrial democracy relate with improved customer care of deposit money banks in Port Harcourt?
- iii. To what extent does industrial democracy relate with market share of deposit money banks in Port Harcourt?

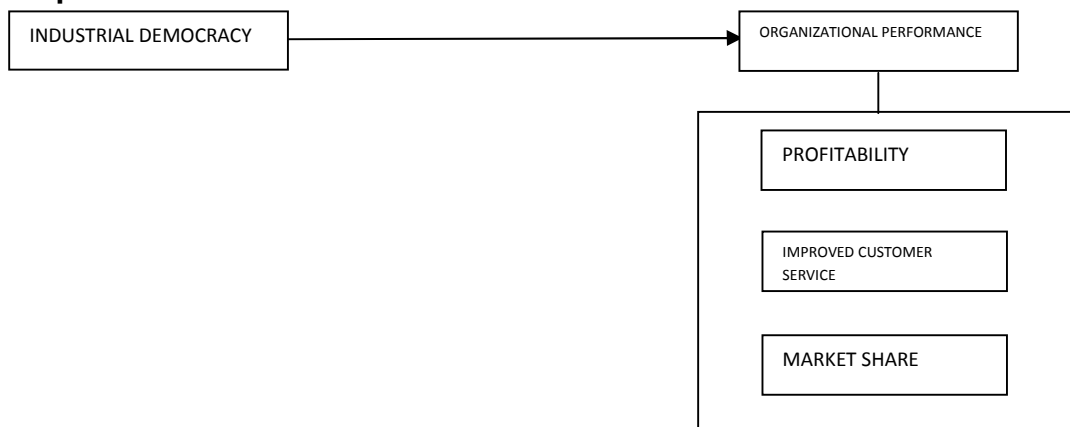
Research Hypothesis

Ho₁: There is no significant relationship between industrial democracy and profitability of deposit money banks in Port Harcourt.

Ho₂: There is no significant relationship between industrial democracy and improved customer care of deposit money banks in Port Harcourt.

Ho₃: There is no significant relationship between industrial democracy and market share of deposit money banks in Port Harcourt.

Conceptual Framework



Source: Researcher's Conceptualization from Review of Related Literature (2019)

Fig 1: The conceptualization of the relationship between industrial democracy and organizational performance

LITERATURE REVIEW

The Concept of Industrial Democracy

Industrial democracy is seen as the extent of employee involvement in decision making, goal setting, profit sharing, teamwork, and other such measures through which a firm attempts to foster or increase its employees' commitment to collective objectives (John, 1987). Industrial democracy meant the whole continuum from workshop participation over collective bargaining to co-determination in the regional and national economy. He indicated this state of co-determination as industrial constitutionalism. Poole (1992) presented a wide-ranging categorization of industrial democracy in an article in the "Concise Encyclopedia of Participation and Co-Management and established six different molds of industrial democracy thus: workers self-management, producer co-operatives, co-determination, works councils, trade union action, and shop-floor programs. Trade union action comprises collective bargaining as its most important component, and shop-floor programs cover direct participation, team work etc.

Industrial democracy is an idea in which citizenship rights in employment are held to include partial or complete participation by the workforce in the running of an industrial or commercial organization. The term, and others associated with it, is often laden with ideological overtones. At one extreme, industrial democracy implies workers' control over industry, perhaps linked with worker ownership of the means of production, as exemplified by producer's co-operative. Another approach is the appointment of worker or trade-union representatives to company boards or governing bodies. For others, industrial democracy takes the form of 'worker participation', such as collective bargaining in which trade unions operate as a kind of permanent opposition to managements. In this view, managements are seen to propose, employees and their unions offer reactions and if necessary, opposition, and negotiation subsequently leads to collective agreements more or less satisfactory to both sides. A fourth approach places less stress on power-sharing and more on consultation and communication: managers are seen as retaining all responsibility for decisions but make arrangements to consult with workers representatives before alterations are made, but which is appropriately small for all its members to take a personal direct part in influencing the group's decisions. According to Wainaina (2011), without participation, it is argued, worker alienation will persist. Critics claim, however, that participation may be used as a manipulative device to control workers' efforts or to weaken trade-union organization and unity.

The concept of Organizational Performance

Organizational performance has the budding to provide manufacturing firms with a

myriad of benefits, including greater efficiencies from economies of scale, increased power, and a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased pressings for organizational members. Daft (2000), defined organizational performance as the ability of the organization to achieve its goal and objective. Organizational performance has suffered from not only a classification dilemma, but also from a theoretical problem. Organizational performance almost always produces a company that is much more complex one that may need a much more sophisticated management team, and one that may well need a new infrastructure. Organizational performance then may well require as much planning efforts and work as did starting a company in the first place. Small business owners face a dizzying array of organizational elements that have to be revised during a period of performance. Shiva and Suar (2010) agreed that superior performance is possible by transforming staff attitudes towards organization from lower to a higher plane of maturity, therefore human capital management should be closely bonded with the concepts of the performance. According to Heilman and Kennedy Philips (2011), organizational performance helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational performance management should strive for better communication, interaction, leadership, direction, adaptability and positive environment. The study will further review the three measures of organizational performance thus;

Improved Customer Service: In today's business environment, the quest to deliver quality excellence service to customers has become very essential due to its ability to create room for increased success and survival in the ever-increasing competitive banking sector (Mandal & Bhattacharya, 2013). In their contribution to the relevance of improved customer service, Anand and Selvarej (2013) observed that delivering exceptional services enhances a firm's ability to react to the pressures of competition. Narteh and Kuada (2014) posits that high net worth customers have a greater expectation, better and more convenient service options than lower-income customers in most logistic firms. This is because most logistic firms use customer's net worth to segment them thereby offering first class services to them in search of their loyalty retention and long-term relationship (Kombo, 2015). Amudha, Surulivel, and Vijaya-Banu, (2012), posits that the measurement of quality of service and offering of excellent customer services determines the effectiveness of the service delivery approach.

Kombo (2015) advanced that in order to improve on its customer care, that logistic firms even in developing countries like Nigeria are now opening customer care centers that are responsible for dealing with positive complaints and feedbacks from customers. In spite of the challenges being faced by logistic firms in handling customers complains daily, the ability of logistic firms to offer good listening ear, more and better advice, enhanced speed of problem solving experience and quality communication, reduction in waiting times for processing of request and transaction have been laudably acknowledged as sources of customer service improvement and effectiveness (Ernst & Young, 2014). Nowadays, organizations are paying detailed attention in persistently evaluating the quality of services they provide to their customers, this has led to

introducing diverse resourceful offerings and service improvement that has direct influence on customers service experiences.

Market Share : Norreklit and Mitchell (2007) contends that a satisfactory financial result may be obtained by first supplying a good product at low prices, making customers very satisfied and gaining a market share and an image, or decreasing the level of satisfaction by raising prices. This strategy leads to improved market share by the formation of loyal customers. The attainment of profitability in the firm is a function of market share, or the extent to which market prospects are maximized. Pearce and Robinson (2003) also views market share; as sales relative to those of other competitors in the market. Market share is usually used to express competitive position. It is also generally accepted that increased market share can be equated with success, whereas decreased market share is a manifestation of unfavorable actions by firm and usually equated with failure. O'Regan (2002) describes market share as a company's sales in relation to total industry sales for a certain period. Pearce and Robinson (2003), also advocates that market share is sales relative to those of other competitors in the market. Market share is usually used to express competitive position. It is also generally accepted that increased market share can be equated with success whereas decrease market share is a manifestation of unfavorable actions by firms and usually equated with failure.

Profitability: Profitability refers to the gain or earnings that a firm produces by utilizing its available resources. It has been acknowledged that the purpose of almost all organization is profit maximization (Niresh & Velnampy, 2014). Profitability entails the aptitude to achieve yield from all the business activities of all organization (Muya & Gathogo, 2016). Profit more often than not is seen as the reward achieved for venturing into investment and is regarded to as the most essential inspiration of an entrepreneur for going into any business. However, it is viewed as an index for organizational effectiveness measurement (Ogbadu, 2009).

Anene (2014) posits that profitability can be uttered as either accounting or economic profits, it is one of the main objective of a business undertaking. It depicts the efficiency of the management in exchanging the firm's assets to gainful earnings (Muya & Gathogo, 2016). It is pertinent to state that one important prerequisite for any long-term continued existence and accomplishment of goals of any firm is profitability. Profitability enhances the ability of firms to attract new investors, customers, and valuable staff and keeps an organization running for a long period of time (Farah & Nina, 2016). However, Tariq (2014) posits that accounting theory views profitability as the excess of income (inflows) over expense (out flows) for a particular period of time. Simply put, it characterizes earning of deposit money banks from the diverse actions they carryout in any economy. The profitability of a deposit money bank can consequently be described as net profit of the bank (San & Heng, 2013).

Industrial Democracy and Organizational Performance

Michael (1992) presented a wide-ranging categorization of industrial democracy in an article in the "Concise Encyclopedia of Participation and Co-Management and

established six different molds of industrial democracy thus: workers self-management, producer co-operatives, co-determination, works councils, trade union action, and shop-floor programs. Trade union action comprises collective bargaining as its most important component, and shop-floor programs cover direct participation, team work etc . Industrial democracy is an idea in which citizenship rights in employment are held to include partial or complete participation by the workforce in the running of an industrial or commercial organization. The term, and others associated with it, is often laden with ideological overtones. At one extreme, industrial democracy implies workers' control over industry, perhaps linked with worker ownership of the means of production, as exemplified by producer's co-operative. Another approach is the appointment of worker or trade-union representatives to company boards or governing bodies. For others, industrial democracy takes the form of 'worker participation', such as collective bargaining in which trade unions operate as a kind of permanent opposition to managements. A fourth approach places less stress on power-sharing and more on consultation and communication: managers are seen as retaining all responsibility for decisions but make arrangements to consult with workers representatives before alterations are made, but which is appropriately small for all its members to take a personal direct part in influencing the group's decisions.

According to Wainaina (2011), organizational performance has obvious importance, it impels job creation. It creates a stimulating and exciting environment within organization. It creates opportunities for the business initiator and others in the Company to become wealthy. Organizational performance also has downsides. When performance is swift, chaos can win through. In such a situation a company may see increased sales but a drop in profits. A business may outgrow the skills of its leaders, its employee and its advisers. All those involved are likely to become frazzled out trying to keep up with demand of expansion (Bonner, 2000; Bogs, 2004) states that a small business owner seeking to guide their organizations through periods of performance – whether that performance is dramatic or incremental – must plan to deal both the upsides and downsides of performance.

METHODOLOGY

The study adopted the cross-sectional research design and drew its population of seventy-six (76) from four strategic managers of each of the nineteen banks regional office, since the unit of analysis for the study was at the macro level. The instrument for data collection used in the study was the structured questionnaire. A total number of seventy-six (76) copies of questionnaire were administered to the respondents. To determine the strength and direction of the relationship between variables being investigated, inferential analysis using Spearman's Rank Order Correlation Statistics was employed

DATA ANALYSIS AND RESULTS

Testing of Research Hypotheses

Table 1: Industrial democracy and measures of organizational performance

			Industrial Democrac y	Profitabili ty	Improved Customer Care	Market Share
Spearman's rho	Industrial Democracy	Correlation Coefficient	1.000	.842**	.861**	.795**
		Sig. (2-tailed)	.	.000	.000	.000
		N	68	68	68	68
	Profitability	Correlation Coefficient	.842**	1.000	.881**	.761**
		Sig. (2-tailed)	.000	.	.000	.000
		N	68	68	68	68
	Improved Customer Care	Correlation Coefficient	.861**	.881**	1.000	.741**
		Sig. (2-tailed)	.000	.000	.	.000
		N	68	68	68	68
	Market Share	Correlation Coefficient	.795**	.761**	.741**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	68	68	68	68

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

Source: Research Data April 2018 and SPSS output version 23.0

Table 1 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

Ho₁: There is no significant relationship between industrial democracy and profitability of deposit money banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between industrial democracy and profitability. The *rho* value 0.842 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between industrial democracy and profitability of deposit money banks in Port Harcourt.

Ho₂: There is no significant relationship between industrial democracy and improved customer care of deposit money banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between industrial democracy and improved customer care. The ρ value 0.861 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between industrial democracy and improved customer care of deposit money banks in Port Harcourt.

Ho₃: There is no significant relationship between industrial democracy and market share of deposit money banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between industrial democracy and market share. The ρ value 0.795 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between industrial democracy and market share of deposit money banks in Port Harcourt

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between industrial democracy and organizational performance of deposit money banks in Port Harcourt. The study findings reveal that there is positive and significant relationship between industrial democracy and measure of organizational performance. This finding agrees with previous findings of Michael (1992) who presented a wide-ranging categorization of industrial democracy in an article in the "Concise Encyclopedia of Participation and Co-Management and established six different molds of industrial democracy thus: workers self-management, producer co-operatives, co-determination, works councils, trade union action, and shop-floor programs. Trade union action comprises collective bargaining as its most important component, and shop-floor programs cover direct participation, team work etc. Poole (1992), incorporates the financial participation of employees under the term economic democracy. On the other hand, Hugh (1960), came up with a radically deductive new approach to industrial democracy. Industrial democracy, in his views must provide mechanisms for protecting the rights and safeguarding the interests of industrial workers. Promoting a model of pure and simple trade unionism he asserts that, there is no effective alternative to collective bargaining as a means of protecting the interests and rights of workers.

Industrial democracy is an idea in which citizenship rights in employment are held to include partial or complete participation by the workforce in the running of an industrial or commercial organization. The term, and others associated with it, is often laden with ideological overtones. At one extreme, industrial democracy implies workers' control

over industry, perhaps linked with worker ownership of the means of production, as exemplified by producers co-operative. Another approach is the appointment of worker or trade-union representatives to company boards or governing bodies. For others, industrial democracy takes the form of 'worker participation', such as collective bargaining in which trade unions operate as a kind of permanent opposition to managements. In this view, managements are seen to propose, employees and their unions offer reactions and if necessary opposition, and negotiation subsequently leads to collective agreements more or less satisfactory to both sides. A fourth approach places less stress on power-sharing and more on consultation and communication: managers are seen as retaining all responsibility for decisions but make arrangements to consult with workers representatives before alterations are made, but which is appropriately small for all its members to take a personal direct part in influencing the group's decisions. Wainaina,(2011). Organizational performance has obvious importance, it impel job creation. It creates a stimulating and exciting environment within organization. It creates opportunities for the business initiator and others in the Company to become wealthy. Organizational performance also has downsides. When performance is swift, chaos can win through. In such a situation a company may see increased sales but a drop in profits. A business may outgrow the skills of its leaders, its employee and its advisers. All those involved are likely to become frazzled out trying to keep up with demand of expansion (Bonner, 2000; Bogs, 2004) states that a small business owner seeking to guide their organizations through periods of performance – whether that performance is dramatic or incremental – must plan to deal both the upsides and downsides of performance.

CONCLUSION AND RECOMMENDATIONS

Industrial democracy mechanism is an integral component of organizational strategic blue print. Industrial democracy is an indication that a harmonious relationship exists between employees and their employer, this enhances the rules of employment. In today's competitive business environment organizations are faced with the challenge of employee retention caused by high employee turnover and inadequacy in human resource talents and skills in the market, therefore most organizations are implementing policies to ensure that they become the employer of choice thereby enabling them to compete for the limited human resource talents and skills in the market. Employee is a major asset valued greatly by the organization. Based on the findings, this study concludes that industrial democracy significantly predicts organizational performance in the sampled deposit money banks in Port Harcourt.

As a result of the foregoing, the researcher makes the following recommendations:

- i). Deposit money banks should ensure that grievances that results from interactions between employees and their superiors are timely resolved before it snowballs into industrial unrest. They are known to reduce feelings of frustration where employees feel that they re not recognized as well as appreciated in the workplace.
- ii). Management of deposit money banks in conjunction with the Human Resource/ administrative department should ensure that there is periodic review of employee

conflicts and discomforts to facilitate improvement in industrial harmony rise in the satisfaction level of employees.

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Employee Dedication and Organizational Performance of Telecommunications Companies in Rivers State, Nigeria

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Abstract: *This study examined the relationship between employee dedication and organizational performance of telecommunication companies in Rivers State. A cross sectional survey design was adopted. Primary data was generated through structured questionnaire. The population of the study was 437 employees of the telecommunication (GSM) firms in Port Harcourt. The sample size of 208 was determined 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 Science version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of the study revealed that there is a significant and relationship between employee dedication and organizational performance of telecommunication companies in Rivers State. The study recommends that telecommunication companies should promote activities and policies that will enhance employee dedication which will give them a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job.*

Keywords: *Employee Dedication, Organizational Performance, Telecommunication Companies*

INTRODUCTION

The success of any organization depends on the human resource. An organization may have equipments and resources but cannot succeed without people. All organizations are started and run by people regardless of the kind of activities undertaken. Human resource therefore is the most important resource an organization can have (Nzuve, 2010). Most of the problems in many organizations according to Mamoria and Gankar, (2003) are human and social rather than physical, technical or economical. Therefore human resource in an organization determines the success of that organization. People, according to Cole (2002) are the greatest single asset available to an enterprise. Unfortunately however people are the only asset that can actively work against the organizations goal. It is, therefore, only by collaborative efforts that people can find a

release for their latent energy and creativity in the service of the enterprise. This is possible through employee engagement which makes them more productive, fully absorbed and enthusiastic about their work. Dedication is an essential component of employee engagement work behavior that every organization wants to see displayed in its work place; it's about being inspired, enthusiastic and highly involved in your job (Rayton & Yalabik, 2014). Dedication is an individual deriving a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job (Song, Kolb, Lee & Kim, 2012). Further evidence points to the fact that there is a direct linkage between employee engagement behavior such as dedication and profitability (Czarnowsky, 2008).

Employee engagement is manifested in positive attitudes (for example job satisfaction, organizational commitment and identification with the organization) and behavior (low labour turn over and absence and high citizenship behavior) on the part of employees, and evidence of perceptions of trust, fairness and a positive exchange within a psychological contract where two way promises and commitment are fulfilled (Guest, 2009). Employee dedication has potential to significantly affect employee retention, productivity and loyalty .It is also a key link to customer satisfaction, company reputation and overall shareholder value. As a result, many organizations share the belief that in an evolving international free-agent talent market where knowledge is becoming an organizational commodity (Kroth, 2009). This study therefore examined the relationship between employee dedication and organizational performance of telecommunication companies in Rivers state.

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

- i. What is the relationship between employee dedication and sales growth of telecommunication companies in Rivers State?
- ii. What is the relationship between employee dedication and survival of telecommunication companies in Rivers State?
- iii. What is the relationship between employee dedication and efficiency of telecommunication companies in Rivers State?

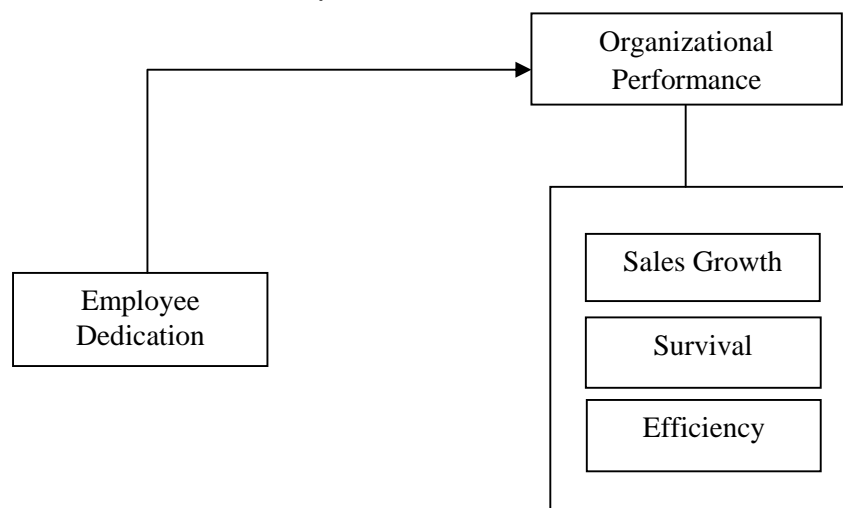


Fig.1: Conceptual framework for the relationship between employee dedication and organizational performance

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory

Saks (2006) suggested that a strong theoretical rationale for employee engagement is provided by social exchange theory. The theory argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. According to the theory relationships evolve over time into trusting, royal and mutual commitments as long as parties abide by certain rules of exchange. It involves reciprocity or repayments rules such that the actions of one party lead to a response or actions by the other party (Armstrong, 2012). This is in consistent with the description of engagement by Robinson *et al.* (2004) as a reciprocal relationship of trust and respect between employer and employee. It requires an organization's executives and managers to communicate their expectations, clearly and extensively, with the employees, empower the employees at the appropriate levels of their competence, and create a working environment and corporate culture in which engagement will thrive. According to Balain and Sparrow (2009), social exchange theory best describes engagement because it sees feelings of loyalty, commitment, discretionary effort as all being forms of reciprocation by employees to a good employer.

Dedication

The term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere (Williams, Maha & Zaki, 2010). Also, dedication is characterized by a strong psychological involvement in one's work, combined with a sense of significance, enthusiasm, inspiration, pride, and challenge (Mauno, Kinnunen & Ruokolainen, 2007; Schaufeli, Salanova, Gonz. Iez-Rom & Bakker, 2002). The term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere (Williams, Maha & Zaki, 2010).

Dedication is ones' sense of significance, enthusiasm, inspiration, pride and challenge. Dedication is characterised by a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication is about being inspired, enthusiastic and highly involved in your job (Rayton & Yalabik, 2014). Dedication is an individual's deriving a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job (Song, Kolb, Lee & Kim, 2012).

Organizational Performance

Robinson, Perryman & Hayday (2004) defined performance as behavior and stated that it should be distinguished from the outcomes because they can be contaminated by systems factors. Performance refers to keeping up plans while aiming for the results. The increasing competitive pressures and unpredictable business environment is forcing organizations to continually look for ways to make employees achieve high performance. Performance helps an organization to get better results hence customer satisfaction and increased profits. The competitiveness of any organization is determined by the performance of the employees, who are responsible for delivering value to the customers, generate revenue and at the same keep costs down. Although performance evaluation is the heart of performance management (Cardy, 2004), the performance of an individual or an organization depends heavily on all organizational policies, practices and design features of an organization. This integrative perspective represents a configurational approach to strategic human resources management which argues that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives. Employee engagement is one of the key determinants fostering high levels of employee performance (Macey & Schneider, 2009).

Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. All types of organization, whether small or big, public or private, for-profit or non-profit, struggle for survival. In order to survive, they need to be successful (effective and efficient). To assure their success, organizations must perform well. Ultimately, performance lies at the heart of any managerial process and organizational construct and is therefore considered as a critical concept in the strategic management field.

Organizational performance is what business executives and owners are usually frustrated about. This is so, because even though the employees of the company are hard-working and are busy doing their tasks, their companies are unable to achieve the planned results. However, for any business to be successful, functions must be defined and accomplished. It is important for an organization to develop strategies that are designed around the skills that would enhance the performance of the organization. On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz & Donnell, 2003). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Measures of Organizational Performance

Sales Growth

Sales growth is of great value to most firms, it is a key dimension used to measure firm performance. Sales growth in business firms is of widespread interest in economics and business research, but the drivers of such growth remain a source of debate (Dobbs & Hamilton 2007; Bahadir, Bharadwaj & Parzen, 2009; Stam & Wennberg, 2009). Sales growth targets play a major role in the perceptions of top managers (Brush, Bromiley & Hendrickx, 2000). Sales growth to Amoako-Gyampah and Acquah (2008) is the increase in sales in money value. Sales growth is an important indicator of a firm's health and ability to sustain its business. Sales growth enables one to know the general health of the business; it aids in identifying if one is meeting one's target. With sales growth it will be evident to investors the business is successful. Factors that influence sales growth range from promotion to internal motivation and retaining of talented employees to implicit opportunities for investments in new technologies and equipment in the production process (Mohd, Mohd & Yasuo, 2013; Brush, *et al.*, 2000). They further said sales growth ought to be measured within the context of industry conditions and trends as well as local, regional and national economies.

Survival

In the ever present turbulent and competitive business environment, survival is a major challenge. Firm survival is crucial during the period of business turbulence as maintaining a place in this competitive era is equally important for strategic managers (Olughor & Oke, 2014). As the main features of today's world is rapid changes, sharp shift in power, growing complexity, increasing competition and rapid advances in science and technology which threatens the survival of the firm (Enayati & Ghasebeh, 2012 cited in Nwankwere, 2017). When firm survival is threatened strategic managers ought to adopt appropriate strategies to face its ever-present changing environment. Firm survival clearly indicates whether a firm is capable of adapting to environmental turbulence, as an organization is able to survive in the long-term, it means it is successful in maintaining evolutionary fitness. Akanni (2015) sees firm survival as filling the position of a life blood of the organization. The issue of firm performance is very important for all firms, in the persistent highly competitive business environment companies can no longer survive without a strong strategic capability, it is pertinent for businesses to possess a certain level of strategic capability to enable them survive and thrive in a competitive business environment (Palona, 2010). Sustained performance ensures that a firm continues to fulfill its mission and survive into the competitive future (Farahmand, 2013). The food and beverages manufacturing firms that are domicile in the highly turbulent environment need to have the capability in all facets of competitive priorities (Singh, Oberoi & Ahuja, 2007).

Firm survival means that a business continues to be in existence and doing relatively well in the turbulent environment and are above-average in their performance in their industry. Firm survival can also be seen as the act of surviving especially under severe, adverse or unusual situations. Firm survival occurs in a firm that continues to meet their goals and objectives during tough times like recession and the like. During such periods

the firm is still able to attract business, pay staff and pull in enough profit (Bithro, 2010). Akanni (2015) sees corporate survival as the continued existence of a company especially in a difficult or dangerous condition.

Efficiency

Efficiency is a key growth driver because it enables managers to derive more output for a given input (Essien & Bello, 2016). Firm efficiency is generally understood as “a firm’s ability to transform inputs into outputs” (Pham, 2014:15; Fried, Lovell & Schmidt, 2008). Firm efficiency is often used interchangeably with productivity since the two terms describe the ability of a firm to transform its inputs into outputs (Dilling-Hansen, Madsen & Smith, 2003). Frijins, Margamti, and Psillaki (2012) cited in Nwankwere (2017) concluded that an efficiently operating firm is priced higher by investors than an inefficiently operating firm because an efficiently operating firm makes better use of its resources and is likely to have a lower default risk. For the purpose of this study technical efficiency was analysed towing the line of Pham’s (2014) adoption of technical efficiency in his study on firm efficiency and stock return.

Relationship between Employee Dedication and Organizational Performance

Armstrong (2009) found that achievement of any firm can be well determined with regards to how it makes efficient use of its possessions so as to attain preferred results. He also found that human beings unlike other resource related to the organization have different needs. This means for that reason that the administration of any firm has a duty of recognizing such requirements and pleasing them as well as increasing human resource management systems. Armstrong (2009) further found that if the firm wants to stay competitive, it is very important to repeatedly develop the performance of these workers. This can only be enhanced by making sure that workers are highly motivated and the greatest way to do so is by workers engagement. This will help the firms because it will not only boost labor cost per unit but also attract and retain quality of workforce at all levels. This is indeed the reason why there is the prospective advantage in researching the efficiency of the compensation systems on performance of workers in a firm (Armstrong, 2009).

Shaw (2005) found that there is a science to engagement. He further states that to be truly effective, companies need to balance their efforts according to their desired outcomes and focus their resources on improving engagement in areas that will provide the highest performance and returns. Organizations drive engagement by proactively leveraging three sources of influence for change employees, leaders, and organizational systems and strategies. These three drivers are concerned in building an enabling environment for employee engagement. Although engagement has multiple drivers, the ultimate ownership of engagement rests within the individual employee.

Organizations hoping to drive engagement must tap into employees ‘passion, commitment, and identification with the organization. This is accomplished by having the right employees working in the right jobs, which is the first engagement driver. When we say the “right” employees we mean that individuals have the skills to do the job can

do and that their jobs tap into their personal motivators (Ingham, 2010). Organizations can ensure high job fit by effectively deploying employees' talents when making selection, placement, and promotion decisions. Research has repeatedly shown that when job fit is high; an employee performs better and is more likely to stay with the organization. In addition to having a motivational match, some employees are more likely than others to be inherently engaged in their work. This has implications for driving engagement levels because organizations can benefit from hiring employees with a greater tendency for engagement before they even begin to work (Hungler, 2007). Thomas (2004) states that management needs to demonstrably value employee feedback. Actual dialogue is essential; communicating openly, honestly and frequently will build employee engagement only if it goes both ways.

Thomas (2004) further suggests that leaders in an organization should build a sense of purpose with all employees. The organizational structure and reporting roles need to reinforce openness and dialogue with easy access to tools and forums where employees are listened to without fear of reprisal. Employees that step tentatively into this dialogue for the first time need to be rewarded with action by management, respect for their input as well as with follow-up in each and every moment. According to Kaplan & Norton (2008) things may not necessarily change because of every employee's suggestions but their comments need to be treated fairly and consistently throughout the organization. Several studies confirm that recognition and respect are more motivating than money.

Based on the foregoing discussion, this study thus hypothesized that:

- Ho₁** There is no significant relationship between dedication and sales growth of telecommunication companies in Rivers State.
- Ho₂** There is no significant relationship between dedication and survival of telecommunication companies in Rivers State.
- Ho₃** There is no significant relationship between dedication and organizational efficiency of telecommunication companies in Rivers State.

METHODOLOGY

A cross sectional survey design was adopted. Primary data was generated through structured questionnaire. The population of the study was 437 employees of the four General System of Mobile telecommunication (GSM) firms in Port Harcourt. The sample size of 208 was determined 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 Science version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The test of hypothesis was based on the Spearman's Rank Correlation Coefficient to carry out the analysis. The level of significance 0.05 was 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: Correlations for Telecommuting and Organizational Performance

			Dedication	Sales Growth	Survival	Efficiency
Spearman's rho	Dedication	Correlation Coefficient	1.000	.842**	.756**	.372**
		Sig. (2-tailed)	.	.000	.000	.000
		N	182	182	182	182
	Sales Growth	Correlation Coefficient	.842**	1.000	.871**	.592**
		Sig. (2-tailed)	.000	.	.000	.000
		N	182	182	182	182
	Survival	Correlation Coefficient	.756**	.871**	1.000	.563**
		Sig. (2-tailed)	.000	.000	.	.000
		N	182	182	182	182
	Efficiency	Correlation Coefficient	.372**	.592**	.563**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	182	182	182	182

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

Source: Research Data , 2019 (SPSS output, version 23.0)

Table 1: illustrates the test for the three previously postulated bivariate hypothetical statements.

Ho₁ There is no significant relationship between dedication and sales growth of telecommunication companies in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive between dedication and sales growth. The *correlation coefficient* 0.842 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a very strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between dedication and sales growth of telecommunication companies in Rivers State.

Ho₂ There is no significant relationship between dedication and survival of telecommunication companies in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive dedication and survival. The *correlation* coefficient of 0.756 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicating also a

strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between dedication and survival of telecommunication companies in Rivers State.

Ho₃ *There is no significant relationship between dedication and organizational efficiency of telecommunication companies in Rivers State.*

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive dedication and organizational efficiency. The *correlation* coefficient of 0.372 confirms the magnitude and strength of this relationship and it is significant at $p\ 0.000 < 0.01$. The correlation coefficient represents a low correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship dedication and organizational efficiency of telecommunication companies in Rivers State.

DISCUSSION OF FINDINGS

This study examined the relationship between employee dedication and organizational performance of telecommunication companies in Rivers State. The findings revealed a positive and significant relationship between employee dedication and organizational performance of telecommunication companies in Rivers State. This finding reinforces views by Armstrong (2009) who found that achievement of any firm can be well determined with regards to how it makes efficient use of its possessions so as to attain preferred results. He also found that human beings unlike other resource related to the organization have different needs. This means for that reason that the administration of any firm has a duty of recognizing such requirements and pleasing them as well as increasing human resource management systems

This current finding was also consistent with the arguments of Mauno, Kinnunen & Ruokolainen (2007), who sees dedication as characterized by a strong psychological involvement in one's work, combined with a sense of significance, enthusiasm, inspiration, pride, and challenge". For Williams, Maha & Zaki, (2010), the term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere.

Rayton and Yalabik, (2014) posits that dedication is ones' sense of significance, enthusiasm, inspiration, pride and challenge. Dedication is characterised by a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication is about being inspired, enthusiastic and highly involved in your job. Dedication is an individual's deriving a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job.

CONCLUSION AND RECOMMENDATION

Employee dedication is an undeniable dominant source of competitive advantage at all levels. An organization's human resource is its best resource. Therefore, the maintenance of a workplace with a higher caliber of employees is the key to success and the way to set competitive advantage in the global scenario (Schwartz, 2011). Based on the findings, this study concludes that employee dedication significantly influences organizational performance of telecommunication companies in Rivers State. As a result of the foregoing, the study recommends that telecommunication companies should promote activities and policies that will enhance employee dedication which will give them a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job.

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Micromanagement and Employee Morale of Printing Firms in Rivers State, Nigeria

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Abstract: *Excessive monitoring, lack of delegation and the lack of job autonomy in Rivers State Printing Firms is an area of great interest and concern. The high level of employee suspicion affects employee morale and performance. The objectives of this study were to assess the influence of monitoring on employee morale, to ascertain how lack of delegation influences employee morale, to find out how lack of job autonomy affects employee morale, and to find out the influence of work environment on micromanagement and employee morale. The study employed the cross sectional survey design where information was solicited mainly through the use of self-administered questionnaires. Respondents for the self-administered questionnaires were picked from a population of 135 employees of 5 selected Printing firms in Rivers State. The study sample was 101 obtained using the Taro Yamane sample size determination formula. Data was analyzed and results presented using tables, mean and standard deviation. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The study found out that there is a strong negative relationship between micromanagement and employee morale of printing Firms in Rivers State. The study revealed that there is a significant negative relationship between monitoring and employee morale of printing Firms in Rivers State, There is a significant negative relationship between lack of delegation and employee morale of printing firms in Rivers State. It was revealed, through the study, that there is a significant negative relationship between lack of job autonomy and employee morale of printing Firms in Rivers State. Work environment significantly moderates the relationship between micromanagement and employee morale of printing firms in Rivers State. The study has recommended among other things, that management of printing firms should encourage managers to delegate duties to their subordinates as a means of encouraging autonomy and creativity.*

Keywords: *Micro-management, Monitoring, Delegation, Employees, Morale, employee Turnover*

INTRODUCTION

Employees' proficiencies in every organization depend on the level of super ordinate controls exhibit by management and its management styles. One of the styles is micromanagement, micromanagement is a situation where the manager closely observes and controls the work of employees.

Micromanagement, as found out in Sidhu (2012) is management based on excessive control or attention to irrelevant details. The online Encarta dictionary defines micromanagement as paying attention to small details in management, control of a

person or a situation by paying unnecessary attention to minor details.

Micromanagement generally has a negative connotation that is according to Bielaszka (2008), micromanagement has all the traits of an autocratic manager who retains as much power and decision making authority as possible. The employees are not consulted before decisions that affect them are made and therefore have little or no contribution; orders must be obeyed without receiving any form of explanation, and, there are a structured set of rewards and punishments. The bothersome boss who second guesses every decision a subordinate makes, frets about the font size of the latest progress report, or inspects all of his employees emails not only frustrates and demoralizes his harassed workers but seriously damages the productivity of the organization and, over the long run, may jeopardize the organization's survival. Unfortunately, micromanagement is a fact of management life. Why do so many employees hate to be micromanaged, yet so many managers continue to do it? Why have we all worked for micromanagers but have never been one ourselves? But have we? Maybe the noted management consultant had it right when he quipped, "We have met the enemy...and he is us.

Micromanagement now commonly refers to the control of an enterprise in every particular and to the smallest detail, with the effect of obstructing progress and neglecting broader, higher level policy issues. Micromanagement has been practiced and recognized well before we labeled it as an organizational pathology. In 1946, Peter Drucker called for a "democracy of management" whereby organizations need to decentralize and delegate more decision-making authority to employees'.

In 1960, Douglas McGregor described a Theory X manager as one possessing many of the characteristics of the modern micromanager, one who is poor at proper delegating but one who believes he delegates well. While micromanagement has always disrupted organizational life, it only recently has entered the workplace vocabulary, with the first mention of the term appearing in 1975 in an article in the Economist. Since then, increasing concern has been focused on the impact of worthless bosses.

Extreme micromanagers behave pathologically, refused to accept personal responsibility or accountability and create scapegoats to blame for their own mistakes. They seldom develop people but instead exploit them, preferring to control results rather than inspiring creativity. Being afraid of competition, they rarely hire employees with the talent, experience, and know-how to challenge them. Micromanagers tend to dumb down their organizations. As they hire drones, they must work even harder because drones take more work to manage than do thinking, industrious workers.

It becomes a vicious cycle. Good workers leave, more drones are hired, and the organization begins a downward spiral in skill, morale, and productivity. No organization can be truly efficient when it is constantly re-hiring and training new workers. A good manager who is concerned with details is not necessarily a micromanager. Detailed matter and good leaders use micro-indicators to signal bigger problems or impending disasters. There is nothing wrong with being detailed oriented, especially when analyzing critical reports, reviewing accidents, and compiling a budget. There is a big difference between micromanagement and monitoring, and every important task should have a monitoring plan to insure performance.

Some areas are just too important and cannot be over managed, such as the recruitment of the best personnel or insuring overall customer satisfaction. But way too often the detailed-oriented boss loses the forest in the trees, becomes overly concerned with nitpicking details, and soon begins to micromanage subordinates. In some cases, micromanagement may increase productivity over the short term, but long-term problems will eventually defeat any short-term gains. Studies have shown that putting fear into employees at work does have an impact; it does increase productivity, but only temporarily.

In a time of scarce talents, the loss of workers to sickness or turnover is something that can no longer be ignored. It has proven to have an adverse effect on organizational productivity and, ultimately, the bottom line of most organizations. Micromanagement can also take a toll on the efficiency of an organization when managers choose to spend their time doing the detailed work of their subordinates instead of managing the more strategic issues they are assigned in the print media of Rivers State. In fact, micromanagement is not ideal when it affects the mental health of employees and the efficiency of an organization.

Statement of the Problems

The Rivers State printing firms which this study focuses its attention on as stated in the background to the study is characterized by the old fashioned style of management “Micromanagement” which causes disconnect between employers and employees’ because of the excessive control, monitoring and the continued suspicion of employees’ that they lack the abilities to perform without the control and supervision of the higher level management.

It is also a problem when authority and responsibilities are not delegated to employees’, workers become frustrated because of lack of job autonomy that allows the employees’ to determine the means and end to their assigned duties because of continued interference and meddling from organizational leaders. Employees’ have different emotional reactions that results in counter productivity owing to the manager’s application of micromanagement in his/her management approach. It is against this backdrop that this study is geared towards unraveling the influence of micromanagement on employees’ morale in the print media of Rivers State.

Purpose of the Study

Generally, this study is aimed at investigating the influence of micromanagement on employees’ morale in printing firms in Rivers State. Specifically, the study:

- i. Determine the influence of monitoring on employees’ morale of printing firms in Rivers State.
- ii. Identify how lack of delegation affects employees’ morale of printing firms in Rivers State.

Research Questions

From the stated specific objectives, the following research questions provided answers to micromanagement and employees’ morale;

- i. To what extent does monitoring enhance employees' morale of printing firms in Rivers State?
- ii. To what extent does the lack of delegation enhance employees' morale of printing firms in Rivers State?

Hypotheses

- H₀₁:** There is no significant relationship between monitoring and low morale of printing firms in Rivers State.
- H₀₂:** There is no significant relationship between monitoring and high turn-over of employees' of printing firms in Rivers State.
- H₀₃:** There is no significant relationship between the lack of delegation and low morale of employees' of printing firms in Rivers State.
- H₀₄:** There is no significant relationship between the lack of delegation and high turn-over of employees' of printing firms in Rivers State.

CONCEPTUAL REVIEW

Monitoring

Employers and superior can create very difficult problems within the workforce when they monitor employees'. That being said, the following questions require urgent answers, should employers be monitoring their employees'? If so, what should they be restricted to monitoring, and do the employees' have the right to know that employers are monitoring them. Each of these questions produces millions of different response from both the employer's side, as well as the viewpoint of the employees'.

Framer (2002) noted that, the increased use of the Internet by employees' has created more avenues for employers to produce sophisticated monitoring software, which enables them to continuously peer into literally everything employees' do online both during and after work hours. Framer however stated that, organization created employees' monitoring because there was a substantial need for organizations to monitor their workforce. Which in my opinion I totally agree with Framer, but as much as employers should monitor its workforce, it should be minimal in order not to send the wrong messages to employees', thereby destroying their morale.

Glassdoor.com posited that, there are lots of potential pitfalls involved in employees' monitoring. Depending on the employees and the monitoring methods, workplace surveillance can encourage fear and distrust in the workplace. Overbearing surveillance and constant negative feedback can discourage employees and turn them against each other, increasing turnover and lowering morale and ultimately workplace productivity.

Constant monitoring processes can also keep employees from their work. What may be classified as a distraction could very well be a useful tool for the employee's job, for example. Many employees' simply don't like to be monitored when they are working. It distracts them from the task at hand.

Bandura (2002) sees monitoring mechanisms as a means of disengagement, a

way of spreading the role of an agent and thus facilitating harmful managerial behavior which effectively crushes employees' morale.

Lack of Delegation

According to Al-Jammal, *et al.* (2015) one of the primary reasons of venturing into business is to gain competitive advantage and to make profit. Without the employees' discharging their assigned responsibilities, the objectives of the organizations may already be defeated. Thus, employees' performance is crucial in the achievement of organizational goals. Employees' who are engaged in their work and committed to their organizations give the organizations crucial strategic and competitive advantages including higher productivity and lower employees' turnover. According to Koontz, *et al* (1983) the essence of delegation of authority is to ensure that no manager or superior in an enterprise should do all the work alone.

Thus, it is not surprising the clamor by employees' for delegation of authority in today's organizations as employees' are ever ready to discharge their assigned duties delegated to them. Authority is only delegated when a senior manager or employer vests decision-making process on an employee.

Dessler (2006) defined delegation of authority as authority transportation from top level of management to executives and to other levels. Lutgans and Hodgetts (2004) stated that delegation of authority as a process of distributing tasks and authorities in an organization. The term delegation was conceptualized as the actions by which a superior assigns part of his or her responsibility commensurate with the assigned task to a subordinate Kiiza and Picho, (2014). Fleith and Abd AL-Majeed, (2005) opined that authorization is the process in which employees are ordered by the manager to perform specific task in a way that it will not pose a risk to the organization.

Managers mistakenly jump to conclusions concerning the abilities and functionalities of employees'. For example, a manager might have a negative perception about an employee's ability as a result of one singular occurrence. However, this occurrence may not be a true representation of the employee's overall abilities to perform, or the manager may be unaware of the situation behind the circumstances. Another possibility is that the manager may conclude about an employee's abilities based on second-hand information from other managers, employees, or personal acquaintances, which may be factual. Naturally if a manager believes that a subordinate lacks the ability, the manager will not be willing to delegate to that person.

Lack of delegation has lots of negative influence on employees' morale, among such negative effects are; poor employee morale. Refusal to delegate authority to employees can have a disastrous impact on the morale of good employees that want to contribute their talents to the organization in a meaningful way. A lack of delegation of authority to employees' also results in stress and burnout. Even the most talented, ambitious, and energetic leaders are apt to run out of steam if they insist on handling all major aspects of an organization's operation.

Damage to an organization's public image and reputation, organizational leaders who do not delegate to their employees, insisting instead on attending to all relevant aspects of his or her responsibilities, run the risk of inadvertently suggesting to clients

that the firm's workforce is not competent as well as not being trustworthy. Bateman and Zeithaml (1990).

Employees' Morale

Employees' morale is generally referred to as "willingness to work". Job satisfaction and dissatisfaction create the problem of low morale among the employees'. Good motivation leads to high morale. It being a psychological concept, it is not easy to define it precisely.

According to Robert and John (2003) employees' morale is the extent to which employees' need are satisfied and the extent to which an employee perceives that satisfaction stemming from total job satisfaction. According to this approach, the satisfaction of basic needs is the symbols of morale. If the basic needs of the employees are satisfied their morale will be high and also their morale will be low when they are not satisfied with the higher leaders.

Low Employees' Morale

Sauermann and Cohen, (2008) defined morale as an eluding quality which entails human feelings, emotions, attitude and perception towards the organization and its members. Positive morale is usually characterized by traits such as; discipline, confidence and willingness to perform. Low morale on the other hand, can be attributed to varied prevailing factors such as job insecurity, lack of fair compensation policy, uncertain business conditions, poor leadership style, lack of delegation of duties, respect and appreciation of employees and excessive outsourcing practices. Low morale has a massive negative effect on organization's income, productivity, financial competitiveness and organizational objectives.

Low morale according to Sauermann and Cohen (2008) is a consequence of managerial behavior where superiors and organizational heads controls their employees from a top-down command without any form of direct conversation on workplace issues bedeviling the organization and its employees, according to them. Low morale also causes employees to lose interest, especially when managers don't appreciate their efforts and the tasks performed and this happen because of the poor management style adopted by the organization in which superiors exercise excessive and unnecessary control on the employees, where workers are treated as being incompetent to perform certain organizational duties as a result, the manager is constantly breeding on their necks (Zeynep and Huckman, 2008).

According to an article in The Leading Edge by Abbot, (2003) unhappy employees who are discontented with the managerial misbehavior can have a high price tag. Management should therefore work on controlling the effects of low morale through the understanding of their employees' potentials by giving them the necessary freedom while they work and their core work processes, understanding their abilities, enriching employees' job and recognizing their achievements, respecting and appreciating the inputs from employees (Ngambi, 2011).

Employees Turnover

Rankin (2006) asserted that the rate of turnover ranges from organization to organization. The levels of turnover also vary from region to region. High level of

employee turnover can be very costly to any firm especially when top talents leave an organization it has a devastating effect on the functionality of such firms considering the fact that some of the best hands have moved on.

The remote causes of employee turnover ranges from the following; unhappiness with leadership style, unhappiness from being micromanaged, Feelings of not being appreciated since employees ordinarily wants to give their all on the job, they also want to be appreciated and respected for their efforts. Even the most experienced of workers needs to be told what they are doing right once in a while.

A firm that employs micromanagement as its way of managing employees, will only achieve few short term goals but with time the obsessed superior that is always looking out for unnecessary details, monitoring and controlling every organizational member will only succeed in creating a frustrated, unmotivated, non-creative workforce that will eventually lead to low morale and high employee turnover, because employees wants to work under a manager that respects and value their view point, after all, the employees require freedom without meddling while they carry out the task from decision made by management, so why not give the employees an opportunity to contribute to the decisions that affects their work.

METHODOLOGY

The study adopted the descriptive survey design, because it assessed the influence of micromanagement on employees' morale. The design is considered suitable because it allows for the descriptive examination of the variables across several units in a convenient way (Baridam, 2001).

The population comprised of 135 registered Printing Firms in Rivers State. The sample of the study consisted of 101 respondents that were randomly drawn through simple random sampling technique. A 24 items questionnaire based on micromanagement was developed by the researchers. The instrument was validated by three expert from the faculty of management in Rivers State University, Port Harcourt. The questionnaire items were structured using 5- point Likert scale and each response was given a corresponding nominal value Strongly Disagree (SD); 1, Disagree (D); 2, undecided (U), 0, Agree (A); 3 and Strongly Agree (SA); 4.

Reliability on the other hand, measures the extent to which a measuring instrument consistency based on the variables with overall Cronbach alpha coefficient of 0.87, using the statistical package for social sciences (SPSS).The multivariate analysis which examines micromanagement and it's on influence of the predictor and criterion variable is tested using the partial correlation techniques at 95% confidence interval.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

In determining the statistical technique to suit our purpose, we considered Kothari (2004) who argued that when there exists association or correlation between two variables, correlation technique should be used and when there exists cause and effect relationship between two variables in the case of the bivariate population or between one variable on one side and two or more variables on the other side in case of

multivariate population, partial correlation technique is appropriate. This was the basis for our choice of the Spearman Rank Order Correlation to test our hypothesized relationships in our study. This section will therefore be used to present the test of hypotheses. We shall commence by first presenting a proof of existing relationships.

Table 1 Correlation Matrix for Monitoring and Measures of Employees' Morale

		Monitoring	Low morale	Employee turnover
Spearman's rho	Monitoring	Correlation Coefficient	1.000	-.842**
		Sig. (2-tailed)	.	.000
		N	88	88
	Low morale	Correlation Coefficient	-.842**	1.000
		Sig. (2-tailed)	.000	.
		N	88	88
	High employee turnover	Correlation Coefficient	-.797**	1.000
		Sig. (2-tailed)	.000	.
		N	88	88

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

Ho₁: There is no significant relationship between monitoring and low morale of employees' in printing firms in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and negative relationship between monitoring and low morale of employees'. The *rho* value -0.842 confirms this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a very high negative correlation indicating also a very strong negative relationship among the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between monitoring and low morale of employees' in the print media of Rivers State.

Ho₂: There is no significant relationship between monitoring and employee turnover of employees' in printing firms in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and negative relationship between monitoring and high turnover of employees'. The *rho* value -0.797 confirms this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high negative correlation indicating also a strong negative relationship among the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the

alternate upheld. Thus, there is a significant relationship between monitoring and high turnover of employees' in the print media of Rivers State.

Relationship between Lack of Delegation and Measures of Employee Morale

Table 2. Correlation Matrix for Lack of Delegation and Measures of Employee Morale

		lack	Low morale	Employee turnover
Spearman's rho	Lack	Correlation Coefficient	1.000	-.546**
		Sig. (2-tailed)	.	.000
		N	88	88
	Low morale	Correlation Coefficient	.546**	1.000
		Sig. (2-tailed)	.000	.
		N	88	88
	Employee turnover	Correlation Coefficient	.737**	-.608**
		Sig. (2-tailed)	.000	.000
		N	88	88

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

Source: SPSS output, 2018

Table 2 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

Ho₃: There is no significant relationship between lack of delegation and low morale of employees' in printing firms in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and negative relationship between lack of delegation and low morale of employees'. The *rho* value -0.546 confirms this relationship and it is significant at $p\ 0.000 < 0.01$. The correlation coefficient represents a moderate negative correlation indicating also a moderate negative relationship among the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between lack of delegation and low morale of employees' in the print media of Rivers State.

Ho₄: There is no significant relationship between lack of delegation and employee turnover of employees' in printing firms in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and negative relationship between lack of delegation and high turnover of employees'. The *rho* value -0.737 confirms this relationship and it is significant at $p\ 0.000 < 0.01$. The correlation coefficient represents a high negative correlation indicating also a high negative relationship among the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between lack of delegation and high turnover of employees' in the print media of Rivers State.

Discussion of Findings

This study using descriptive and inferential statistical methods investigated the relationship between micromanagement and employee morale of print media in Rivers State. The findings revealed a significant and negative relationship between micromanagement and employee morale of print media in Rivers State using the Spearman's rank order correlation tool and at a 95% confidence interval. More specifically, the following findings from the study emerge:

The relationship between Monitoring and Employees' Morale

The test of hypotheses one and two (Table 1), shows that there is a strong negative relationship between monitoring and each of the measures of employees' morale. This implies that the monitoring methods, workplace surveillance can encourage fear and distrust in the workplace. Overbearing surveillance and constant negative feedback can discourage employees and turn them against each other, increasing turnover and lowering morale and ultimately workplace productivity.

This finding is in tandem with Bandura (2002) who argued that monitoring mechanisms as a means of disengagement, a way of spreading the role of an agent and thus facilitating harmful managerial behavior which effectively crushes employees' morale.

The relationship between lack of delegation and employees' morale

The test of hypotheses three and four (Table 2), shows that there is a significant negative relationship between lack of delegation and each of the measures of employees' morale. Hence, the null hypotheses were hereby rejected. This implies that Lack of delegation negatively influences employees' morale, among such negative effects are; poor employee morale. Refusal to delegate authority to employees can have a disastrous impact on the morale of good employees that want to contribute their talents to the organization in a meaningful way. A lack of delegation of authority to employees' also results in stress and burnout. Even the most talented, ambitious, and energetic leaders are apt to run out of steam if they insist on handling all major aspects of an organization's operation.

This finding corroborates the views of Bateman and Zeithaml (1990) who posited that lack of delegation damages an organization's public image and reputation, organizational leaders who do not delegate to their employees, insisting instead on attending to all relevant aspects of his or her responsibilities, run the risk of inadvertently suggesting to clients that the firm's workforce is not competent as well as not being trustworthy.

Conclusion and Recommendations

This study examined the relationship between micromanagement and employees' morale of print media in Rivers State. Accordingly, the study strategy and methodology were designed in a way that points towards the achievement of the study objectives. The study concludes that micromanagement strategy though the use of close monitoring/supervision, lack of delegation of authority and lack of employees' job autonomy negatively impacts employees' morale indicated through low morale and a high turnover rate.

Based on the above conclusions, the researchers recommend as follows:

- i. Management of print media should encourage managers to delegate. This is because to some, handing over control is horrifying, but they must soon learn that delegation is one of the most important productivity skills a manager can master. When properly exercised, delegation establishes responsibility and accountability, and builds mutual trust and reciprocity between superiors and subordinates.
- ii. Management of print media should create an organizational environment that is open to innovation and new ideas. Employees should be empowered with decision making authority so that they could take risks.

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Entrepreneurial Competence and Organizational Performance of Hospitality Firms in Rivers State, Nigeria

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Abstract: *This study was aimed at examining the relationship amongst entrepreneurial competence and organizational performance of hospitality firms in Rivers state, Nigeria. A cross sectional survey which is a form of quasi experimental design was utilized. A total population of 171 managers and supervisors from 25 hotels and 10 tourism firm was covered in the study. A total sample size of one hundred and eighteen (118) managers and supervisors was covered in this study. Data was gathered with questionnaires which was personally administered to respondents. The spearman rank order correlation coefficient was used in testing the hypotheses in order to determine if there is any noteworthy correlation amongst entrepreneurial competences and organizational performance. Based on the analysis, there is a substantial linear relationship between the dimensions of entrepreneurial competence (strategic competence and relational competence) and organizational performance measures (profitability and innovativeness). It was thus concluded that as entrepreneurial competence becomes higher in terms of strategic competences and relational competences, total performance of the organization in terms of profitability and innovativeness also becomes higher. Hence, it was recommended that the managers of the various hospitality firms should be well trained in order to enhance their strategic competence and also boost their relational competence with divers stakeholders, as such will help boost the firms' goodwill and thus increase their profitability.*

Keywords: *Entrepreneurial Competence, Strategic Competence, Relational Competence, Organizational Performance, Innovativeness, Profitability*

1.0 INTRODUCTION

The unending quest to develop and increase firms' performance in recent time, has become more critical due to the imponderable nature of the business domain. Organizations as a goal seeking entity are continuously in search of ways to achieve and maintain superior performance in the industry in order to stay agile and competitive. Organizational performance is a paramount goal which all firms (both profit and nonprofit oriented) strive to achieve, because it determines the sustainability, survival and resilience ability of the organization. The numbers of years organizations have

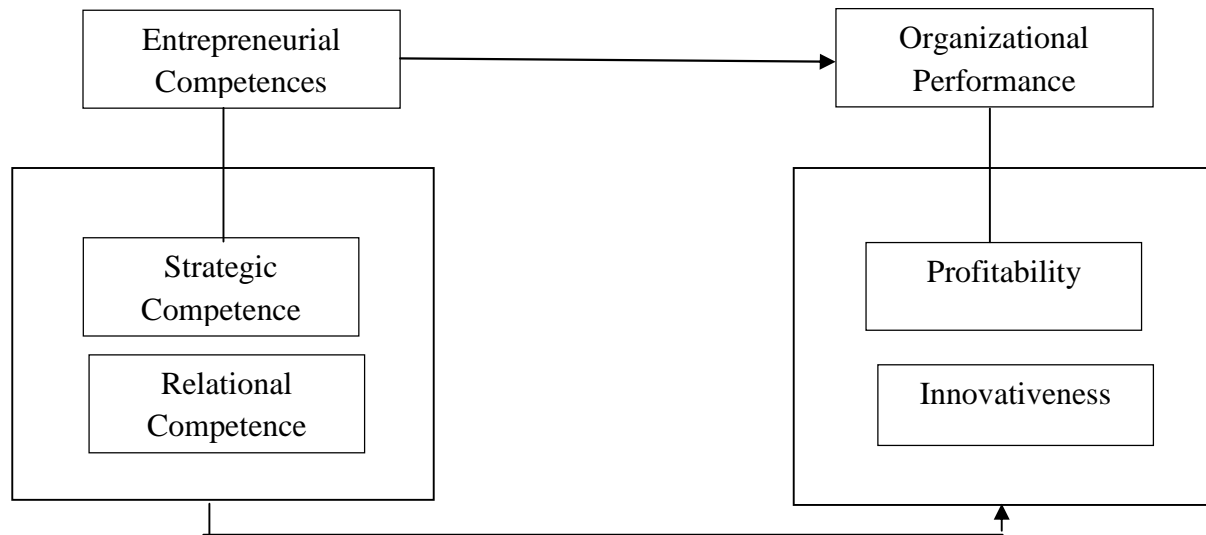
existed do not constitute their rating as market leaders, but rather, organizations are seen as market leaders based on their level of performance in the industry. As such, a non-performing firm is bound to fizzle out of business within a short period of time. In alignment with the above assertion, Gavrea, Ilies and Stegerea (2011) argued that consistent performance remains the key focus of all firms since only through high performance that organizations are able to progress and grow. Organizational performance is the degree at which firms as a social entity with a given resource, actualize its targeted goals without incapacitating their means and resources or bordering their staff with excessive strain (Jenatabadi, 2015). Furthermore, Ajagbe, Peter, Ekanem, Uduimoh and Akpan (2016) posited that firm performance is crucial as it aids management to determine if the business is deteriorating, stagnant or improving. Conversely, Ezigbo (2011) argued that performance shows how firms utilize its various resources efficiently in order to achieve output that are in alignment with the goals of the organization. However, considering the volatility, uncertainty, complexity and ambiguity (VUCA) of the business world, it is worthy to note that the high sophisticated equipment of an organization, do not wholly determine their performance. As such, the competence of those piloting the affairs of the organization is thus paramount to ensure that the firm is able to withstand any turbulent moment.

Wickramaratne, Kiminami and Yagi (2014) maintained that entrepreneurial competence is a bedrock which enhances the success of firms. Akhigbe and Onuoha (2019) posited that the need to adapt to progressive and unprecedented changes is essential in order to enhance the performance and survival of the firm. The ability of a firm to adapt is highly dependent on the competence of the entrepreneurs. Entrepreneurial competence is the main characteristics such as specific and basic knowledge, skills, traits and motives which are essential for startup, survival and growth of firms (Bird, 1995). Enhancing entrepreneurial competence can help enhance the fortune of any firm. The dimensions of entrepreneurial competence include; conceptual competence, strategic competence, ethical competence, learning competence, opportunity competence and personal competence (Tehseen & Ramayeh, 2015).

Furthermore, Wickramaratne, Kiminami and Yagi (2014) identified strategic competence, opportunity competence, organization competence, relational competence and commitment competence as the dimensions of entrepreneurial competence. Several scholars have examined various ways to enhance the performance of firms using various constructs. Hurduzeu (2015) examined how organizational performance can be enhanced using leadership style. Masanja (2018) examined how to enhance firm performance using internal control. Almed and Shafiq (2014) examined how to enhance performance of a firm from the stand point of corporate culture. Solesvik (2012) examined how entrepreneurial competences enable managers to set proper goals. Despite the numerous attempts to enhance organizational performance the problem of poor performance still persists especially in the hospitality firms in Rivers State. This poor performance has manifested in poor profitability, high mortality rate, high unemployment, poor customers' satisfaction and loyalty. Previous scholars have not really looked at how entrepreneurial competences can help resolve the problem of poor performance in the hospitality firms in Rivers State. It is this observed lacuna that has

informed this study. This work thus examined how entrepreneurial competences relates with organizational performance of hospitality firms in Rivers State, Nigeria.

Research Model



Source: conceptualize by the researcher.

Figure 1: A framework showing the link between entrepreneurial competence and organizational performance.

Objectives of the Study

The objectives of this study are to;

1. Examine the relationship between strategic competence and profitability of hospitality firms in Rivers State, Nigeria.
2. Determine the relationship between strategic competence and innovativeness of hospitality firms in Rivers State, Nigeria.
3. Examine the relationship between relational competence and profitability of hospitality firms in Rivers State, Nigeria.
4. Examine the relationship between relational competence and innovativeness of hospitality firms in Rivers State, Nigeria.

Research Questions

The following research questions served as a guild in this study. What is the relationship between:

- 1 Strategic competence and profitability of hospitality firms in Rivers State, Nigeria?
- 2 Strategic competence and innovativeness of hospitality firms in Rivers State, Nigeria?
- 3 Relational competence and profitability of hospitality firms in Rivers State, Nigeria?
- 4 Relational competence and innovativeness of hospitality firms in Rivers State, Nigeria?

Research Hypotheses

The null hypotheses were proffered as a tentative answer to the questions;

HO₁: There is no significant relationship between strategic competence and profitability of hospitality firms in Rivers State, Nigeria.

HO₂: There is no significant relationship between strategic competence and innovativeness of hospitality firms in Rivers State, Nigeria.

HO₃: There is no significant relationship between relational competence and profitability of hospitality firms in Rivers State, Nigeria.

HO₄: There is no significant relationship between relational competence and innovativeness of hospitality firms in Rivers State, Nigeria.

2.0 REVIEW OF RELATED LITERATURE

In the 19th, the concept of dynamic capability theory was introduced for the first time. According to Teece, Pisano and Shuen (1997) argument, dynamic capability theory is the capability to fix, shape and reconstruct internal and external skills to handle rapidly changing environment. This theory is of the opinion that the basic competence of an organization should be adopted in creating short term competitive positions which when developed can fit into longer-term competitive advantage. Dynamic capability theory expands on two fundamental issues, firstly is the ability of the firm to renew competences so as to adapt to changes in the business environment and the second being the ability of strategic management to use these competences to match the needs of the environment. Firm's ability to harness its competences, will enable the firm boost its performance.

Concept of Entrepreneurial competencies

Traditionally entrepreneurship has been defined as the practice of designing, initiating and running a novel business which normally begins as a small business venture or a setup firm offering services, product selling/hiring out service. Individuals who create these businesses are referred to as entrepreneurs. It has been seen as the 'willingness and ability to develop, arrange and control a business enterprise including alongside with any risk involved in order to make a profit (Sanchez, 2012). Entrepreneurs' competency is a major significant determinant factors for measuring business operations success, growth and performance of the organization (Brinckmann, 2008; Mitchelmore and Rowley, 2013).

Different resources are required in initiating a new business. This requirement varies from behavioural to financial resources. Although an entrepreneur can realize all the resources to provide information, finance, capital in an environment, there are other internal factors which make establishing a new business possible. Competency informs the idea for these internal factors. Competency is generally characterized into three; character, knowledge, and skills (Mojab et al. 2011). Six types of entrepreneurial competencies have been investigated by researchers. They include: relational,

opportunity conceptual, strategic, commitment and organizing competencies (Man, Lau, & Chan, 2002). Furthermore, competency is also seen as artificial and natural competencies. Competency which is internally formed in an entrepreneur's personality traits, selfimage, social and attitudes is referred to as natural competency while adventitious competency like experience, knowledge and skill is an artificial competency (Ismail, 2012). According to literature on the nature of competencies, opportunity and perceived ability refer to skills of an entrepreneur where less fear of failure and models are considered in the definition of the personality of an entrepreneur (Zali, Bastian & Qureshi, 2013). Studies have shown that competency relates to a higher performance in whatever condition (Hayton & Kelley, 2006) and only competent owners can make business successful (Chandler & Jansen, 1992).

Several illustrations have proven that entrepreneurial competencies have impact on business performance and growth. According to Mitchelmore and Rowley (2010), the entrepreneurial competency concept has its basis in both competence and entrepreneurship. This maybe explained more when ascertaining outstanding and publically visible figures such as Aliko Dangote and Bill Gates as entrepreneurs.

According to Assessment Tools and Indicators for Entrepreneurship Education (ATIE, 2014), definition, entrepreneurial competencies covers both cognitive and non-cognitive abilities involved in the different stages of an entrepreneurial undertaking. Certain concepts are used to detain these skills: Financial literacy, Managing ambiguity, Creativity, Teamwork, Planning, and marshalling of resources. As put by Bird (1995), individuals or entrepreneurs exhibits competencies when they initiate, convert and increase value to organizations via organizing opportunities and resources. Bird further posit that necessary competencies required to initiate and organize a new project may be considered as "baseline". Effective entrepreneurs are considered as those who go beyond initiate into organizing, who survive and grow (Mitchelmore & Rowley 2010).

In the study of entrepreneurial characteristics, the competency approach has become popular (e.g. Bird, 1995; Chandler & Jansen, 1992; Man, Lau & Chan, 2002; Schmitt-Rodermund, 2004). Bird (1995), defined entrepreneurial competencies as, principal characteristics such as basic and specific knowledge, traits, motives, roles, self-image and skills which are needed for business start-up, survival and growth. She also suggested that competencies can be perceived as observable and behavioral. It is therefore possible to change through intervention such as entrepreneurship teachings and selection (Man *et al.*, 2002). Tehseen and Ramayah (2015), resource based view (RBV), argues that entrepreneurial competencies are valuable and intangible resources that lead to business success. Entrepreneurial competencies cannot singlehandedly ensure a business survival and success. Mitchelmore and Rowley (2010), human capital is an intangible asset that enables firms to be more successful. For the fact that competency in entrepreneurship is difficult and rare to develop by rivalries, entrepreneur abilities, knowledge and valuable skills may help firm to sustain competitive advantage. In today's competitive environment, the competencies of the entrepreneur highly influence business success. Understanding the changes that occur from venture's growth is vital because the ability and skills of entrepreneur for one phase may not be suitable for another phase (Mitchelmore & Rowley, 2010).

Strategic thinking, a component of strategic competency reveals organizations

leader's ability to advance upcoming vision and to take strategic action to address day to day operations (Stonehouse & Pemberton, 2002). Ability to think outside the box (conceptual competency) reflect the ability to stimulate new thinking designs and to advance concepts which may require unconventionality from the usual method of doing things (Michalko, 2000). The ability to identify and take advantage of opportunities (opportunity competency) is associated with the ability of the entrepreneur to find, develop and evaluate quality opportunities available in the market (Man, 2001). Ability to learn from various ways and means, keep entrepreneurs updated in the relevant field, learn proactively, and then apply learned knowledge and skills into practical activities is referred to as Learning Competency (Man, 2001). According to Orme and Ashton (2003), ethical competency is a pivotal aspect of a competency framework and is as well a preserver of corporate life. This competency according to Ahmad (2007) signifies the ability of transparency and honesty in business dealings by accepting mistakes and saying the truth. Technical Competency, involves the ability to adopt and use new skills including techniques of handling tools relevant to the business. It is the possession of knowledge of instruments (Ahmad *et al.*, 2010).

Strategic Competence

Strategic competency is related to setting, assessing and executing firm's strategies (Man *et al.*, 2002). Ahmad *et al.*, (2010) posit that strategic competency is the entrepreneur's ability to supervise progress toward strategic goals, to align with the objectives of business, pointing out long-term issues, opportunities or risks, current actions to agree with strategic goals, match the outcome, redesign business to adequately attain long-term goals, determine strategic actions by measuring costs and benefits. It is also, the ability to formulate long term strategic plan that is in relation to the organization's vision and also enact strategies that will help achieve the plan (Stonehouse and Pemberton, 2002). Sparrow& Hodgkinson, (2006) puts that strategic competencies is the capacity and the steps taken to get information for organizations against competitors, to rather lead than follow and to have the capacity to respond to organization in the case of an emergency situation.

Relational competence

According to Munier (2006), relational competences relate to take over entrepreneurs' ability to commit to certain vital functions of the firm and collaborative links with the current employees, external partners, and support structures throughout the three main stages of the project: before, during and after the takeover. This ability enhances entrepreneurial skills which help the entrepreneur succeed in the entrepreneurial activity.

In the relational perspective two entrepreneurs are said to engage in a mutually relation bringing their specific history and expectation. This implies the uniqueness of the set of relational thus formed (Monsted & Johannisson, 1997). The personal network of entrepreneur may therefore advance into a structured set of weak or strong ties, which will become structured between the entrepreneur's network and him/herself. Relational is structured in two ways. One, it refers to the competence to socialize various actors' to a vision of what the relation should be (Dubet, 2002). On the other

hand, it refers to the main actor's ability to institutionalize this vision of the relation through the establishment of organizational rules (Alter, 2003), in order to diffuse it throughout the organization and maintain it in the long term. Once preserved, the relational formed enables actors to associate with the organization. Relations are always contained in a specific context (Milburn, 2002). Each character must know his or her particular duty. Entrepreneurs with a clear understanding of relational alignment can ascertain their interventional scope: they understand adaptation with other actors and environment. Thus relational competence relates to the way actors can structure, build and modify relationships through their interactions.

Organizational Performance

The idea of organizational performance is based on organization's voluntary association of productive resources, which includes physical, capital and human resources, in order to achieve a shared goal (Alchian & Demsetz, 1972; Barney, 2001; Jensen & Meckling, 1976; Simon, 1976). The value received will make providers of the assets to remain committed to the organization as long as they are satisfied, compared to other uses of the assets. Therefore, the consequential essence of performance is the formation of value. Assets will continually be at organization's disposal and organization will continue to strive as far as the value produced is equal or greater than the expected value of those contributing the assets. Different activities are performed by organizations to achieve their objectives. These activities are what utilizes processes for the success of an organization and are quantified in order to determine the performance level which in turn inform management decisions on where to initiate actions to enhance performance if need be. It can therefore be agreed that a close relationship exist between the concept of organizational performance and the organizational objective. Adam (2007) studied the dependence of organizational performance on the performance quality of employees. He opined that it is important to regularly expose the employees to recent happenings and changes in the market which ultimately enhance performance in order to ensure a high quality organizational performance. Organizational performance majorly focused on organization's ability to effectively and efficiently utilize resources available to achieve goals which are consistent with the company's set objectives (Peter, Gijsbers and Wilks, 2009).

Profitability

Profitability is the ability to make profit from all the business activities of a company, enterprise, organization or firm. It reflects efficiency in the management's use of all available resources in making profit. According to Harward & Upton (2003), "profitability is the 'the ability of a given investment to earn a return from its use.'" (James, 2011). Though, profitability is a vital tool for measuring efficiency, the level of profitability cannot be considered a final proof of efficiency. At times, satisfactory profits can spot inefficiency and conversely, an appropriate level of efficiency can be accompanied by an absence of profit. The net profit figure shows a satisfactory balance between the values given and value receive. Operational efficiency changes is a factors on which enterprise's profitability depend largely. However, other factors apart from efficiency exist which also affect profitability (James, 2011).

Innovativeness

Innovativeness which is the forerunner of innovation according literature represents the ability of a firm to innovate (e.g., Wang and Ahmed, 2004; Hult et al.2004; Hurley and Hult, 1998; Avlonitis et al.1994). This is so say that innovativeness should be considered competitive and strategic placement of an organization, and innovation as the means of achieving its competitive advantage, providing a clear rational vision of an input (innovativeness) and output (innovation) situation (Manu, 1992). Innovativeness, unlike innovation is not an end in itself but rather a means to an end (Menguc and Auch, 2006).

Innovativeness in Kundu and Katz (2003) view relate to the intention of organization to be innovative. Subramanian and Nilakanta (1996) describe innovativeness as the exhibition of innovative behaviour steadily and consistently by an organization. While for Stamboulis and Skyannis (2003), innovativeness means certain behavioural change as a reaction to some actions. According to Hult et al. (2004) innovativeness is the capacity of a firm to initiate fresh processes, products, or ideas in the organization. In Berthon et al. (1999) view innovativeness can be seen as enterprising, ability to be creative or innovative, open-mindedness, readiness to change. Avlonitis et al. (1994) opined that innovativeness is made up of behavioural and technological dimension symbolizing both readiness and a technological ability and commitment of the firm to innovate. Researchers like Amabile, (1997); Hurley and Hult, (1998) have agreed to the term “organization innovation orientation”, which expresses innovativeness as the organization’s general approach towards innovation. For Avlonitis et al. (2001) innovativeness expresses “newness”, in their definition innovativeness consistof various dimensions of newness both to the market and company.

Empirical Review

Entrepreneurial competence has been linked to various positive organizational outcome over the years. Mahtab, Kourosh, Mehdi and Saber (2015) did a work where they examined the effect of entrepreneurial competence on performance of business among the early stage entrepreneurs’ global entrepreneurship market. A survey design was adopted and fifty-nine (59) countries was covered in the study. Questionnaires was used in collecting data. The partial least square method was used in testing the hypothesis. The result revealed that entrepreneurial competence has a significant positive correlation of 0.24 with business performance.

Sánchez (2012) did a study on the influence of entrepreneurial competencies on the performance of small firm. The study was focused on the influence of entrepreneurial competencies on small enterprises’ performance by establishing a causal model obtaining data from Spanish entrepreneurs. The research revealed that entrepreneurial competence directly impact the performance of firm and plays a significant role in organizational competitive and capacity scope. It can be deduced therefore that organizational capabilities positively affects the performance of the firm and it partly mediates the relational between entrepreneurial competence and performance of firm.

Ibidunni, Atolagbe, Obi, Olokundun, Oke, Amaihian, Borishade and Obaoye (2018) did a work where they examined the how entrepreneurial orientation affect

entrepreneurial competencies and performance. The study adopted a descriptive design technique. Data was sourced primarily using questionnaire. A total population of 1500 senior managerial cadre employees was identified, and a sample of 316 employees were obtained from their study. However, 232 copies which represented 73.4% of the distributed questionnaire were made use of in the study. The simple random sampling was used. Data was analysed using hierarchical multiple regression. The outcomes shown that entrepreneurial competences have a linear influence on Agro-based SMEs performance.

Fabrizio, Paolo and Alessandra (2011) conducted a research on Entrepreneurial competencies and performance of firm: an empirical study. The individual competencies role of some sampled entrepreneurs of Italian SMEs and their impact on performance of business was their main focus. Using a different tools a relational with firm performance was examined considering the indicator of a multi-dimensional performance and some control variables. The results found that the portfolio of entrepreneurial competency has an impact on the performance of organization. It also revealed the importance for entrepreneurs to advance some explicit competencies so as to achieve higher performance.

3.0 METHODOLOGY

The cross sectional survey which is a type of the quasi experimental design was used in this study because the studied variables were not within the control of the researcher. A total population of 171 managers and supervisors from 25 hotels and 10 tourism firm was covered in the study. These firms were selected based on easy access to information. The Krejcie and Morgan (1970) table for sample size determination was used in the study to arrive at 118 respondents. Questionnaire was used to obtain data from respondents. The systematic sampling techniques was adopted in this study because it is a probability sampling technique which give an equal chance to all element in the population to be selected in the study and it also provide a sample that is an accurate representative of the population and reduces possible bias in selection of sample cases. The dependent variable was operationalized in strategic competence and relational competence. Organizational performance was measured with profitability and innovativeness. The Cronbach alpha value for strategic competence and relational competence were 0.812 and 0.733 respectively. On the other hand, the Cronbach alpha value of profitability and innovativeness were 0.911 and 0.716 respectively. The hypotheses were tested using spearman's rank order correlation coefficient so as to determine the relationship between entrepreneurial competence and organizational performance.

4.0 RESULT

A total of 118 questionnaires was distributed to respondent, however, only 107 (90.7%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 significant level.

Decision Rule:

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

HO₁: There is no significant relationship between strategic competence and profitability of hospitality firms in Rivers State, Nigeria.

Table 1 Strategic Competence and Profitability

Correlations			Strategic Competence	Profitability
Spearman's rho	Strategic Competence	Correlation Coefficient	1.000	.423
		Sig. (2-tailed)	.	.000
		N	107	107
	Profitability	Correlation Coefficient	.423	1.000
		Sig. (2-tailed)	.000	.
		N	107	107

Source: SPSS Output, 2019

Hypothesis one: the result of the analysis reveals a substantial relationship between strategic competence and profitability ($\rho = .423$ and $p = 0.000$) hence, we accept the alternate hypothesis while the null hypothesis is rejected.

HO₂: There is no significant relationship between strategic competence and innovativeness of hospitality firms in Rivers State, Nigeria.

Table 2 Strategic Competence and Innovativeness

Correlations			Strategic Competence	Innovativeness
Spearman's rho	Strategic Competence	Correlation Coefficient	1.000	.322
		Sig. (2-tailed)	.	.000
		N	107	107
	Innovativeness	Correlation Coefficient	.322	1.000
		Sig. (2-tailed)	.000	.
		N	107	107

Source: SPSS Output, 2019

Hypothesis two: the analysis reveals a significant relationship between strategic competence and innovativeness ($\rho = .322$ and $p = 0.000$). this shows that strategic competence relates positively with innovativeness. Hence the null hypothesis was rejected and the alternate hypothesis was accepted.

HO3: There is no significant relationship between relational competence and profitability of hospitality firms in Rivers State, Nigeria.

Table 3 Relational Competence and Profitability

Correlations			Relational Competence	Profitability
Spearman's rho	Relational Competence	Correlation Coefficient	1.000	.631
		Sig. (2-tailed)	.	.001
		N	107	107
	Profitability	Correlation Coefficient	.631	1.000
		Sig. (2-tailed)	.001	.
		N	107	107

Source: SPSS Output, 2019

Hypothesis three: the result of the analysis shows a significant correlation between relational competence and profitability ($\rho = .631$ and $p = 0.001$). Hence we find that relational competence is associated with profitability and based on the decision rule of $p < 0.05$ for null rejection; we therefore rejected the null and accepted the alternate hypothesis.

HO₄: There is no significant relationship between relational competence and innovativeness of hospitality firms in Rivers State, Nigeria.

Table 4 Relational Competence and Innovativeness

Correlations			Relational Competence	Innovativeness
Spearman's rho	Relational Competence	Correlation Coefficient	1.000	.274
		Sig. (2-tailed)	.	.000
		N	107	107
	Innovativeness	Correlation Coefficient	.274	1.000
		Sig. (2-tailed)	.000	.
		N	107	107

Source: SPSS Output, 2019

Hypothesis four: the result of the bivariate analysis reveals that there exists significant correlation between relational competence and innovativeness ($\rho = .274$ and $p =$

0.000) given that the P-value was less than 0.05. the null hypothesis was rejection and the alternate hypothesis was accepted.

5.0 DISCUSSION OF FINDINGS

The bivariate analysis revealed that entrepreneurial competences relates significantly with organizational performance. This shows that an enhancement in the competence of an entrepreneur will lead to higher organizational performance. The detail discussion is given below;

Strategic Competence and Profitability

Based on the bivariate analysis, the result revealed that strategic competence has a significant positive correlation with profitability. This is on the basis that the p-value of 0.000 was less than the level of significance ($p=0.000<0.05$). The rho(r) value of 0.423 implies that strategic competence has a moderate positive correlation with profitability. When strategic competence increases, the profitability of the firm also increases moderately. Furthermore, the coefficient of determination (r^2) of 0.179 shows that 18% variation in profitability of the hotel is accounted for by strategic competence. Thus enhancing the strategic competence of a firm will subsequently result in higher profitability. This finding is in alignment with that of Sánchez (2016) whose findings indicated that organizational capabilities positively affect the performance of firm and it mediates partially the relational between performance of firm and entrepreneurial competence.

Strategic Competence and Innovativeness

From the result of the analysis, it was revealed that strategic competence has a significant relationship with innovativeness with a p-value of 0.000 ($p=0.000 < 0.05$). Since the p-value was less than 0.05 which is the significant level, it means that there is a significant correlation. The null hypothesis was thereby rejected and the alternate hypothesis was accepted. Again, the rho (r) value of 0.322 shows a positive relationship. This means that strategic competence positive influences the level of innovativeness in hotels. The coefficient of determination (r^2) of 0.104 implies that 10% variation in innovativeness in hotels is accounted for by strategic competence in the organization. This study is in agreement with that of Fabrizio, Paolo and Alessandra (2011) which observed that the entrepreneurial competency portfolio has an impact on the organizational performance. It also showed that, it is of utmost importance for entrepreneurs to develop some specific competencies in order to obtain a higher performance.

Relational Competence and Profitability

The analysis of the bivariate hypothesis show that relational competence has a noteworthy correlation with profitability of hotels in Rivers State. The significant value of 0.001 was lesser than 0.05 (level of significant). Thus, the null hypothesis was rejected and the alternate hypothesis was accepted. The rho (r) value of 0.631 shows that relational competence has a very high correlation relational with profitability of hotels in Rivers State. The higher the relational competence, the higher the profitability of the firm. The coefficient of determination of 0.398 shows that 39.8% variation in profitability

in hotels is accounted for by relational competence. Hence, the higher the relational competency of the entrepreneur, the higher the profitability. This finding is in agreement with that of Ibidunni, Atolagbe, Obi, Olokundun, Oke, Amaihian, Borishade and Obaoye (2018) which revealed that entrepreneurial competences have a linear influence on Agro-based SMEs performance.

Relational Competence and Innovativeness

The result of the correlation which examined if relational competence relates with innovativeness shows a significant relational with p-value of 0.000 which was less than 0.05 ($p = 0.000 < 0.05$). The null hypotheses were rejected and the alternate hypothesis was accepted. The rho (r) value was 0.274 which implies a low positive correlation between relational competence and innovativeness. An entrepreneurial relational competence is relevant and has a positive relational in ensuring higher innovativeness of the organization. However, the coefficient of determination (r^2) was 0.0750. This implies that 7% of the total variation in hotels can be explained by relational competence. The boosting of relational competence of an entrepreneur will subsequently result in increase in innovativeness but to a very low level. This finding is in alignment with that of Mahtab, Kourosh, Mehdi and Saber (2015) which revealed that entrepreneurial competence has a significant positive correlation of 0.24 with business performance.

6.0 CONCLUSION AND RECOMMENDATION

The competence of an entrepreneur is seen as a foundation in driving the performance of organization. The strategic competence of an entrepreneur will go a long way to boosting the ability of the firm in actualizing their goals. The competences of an entrepreneur is seen as a driving force which help enhance the fortune of any establishment. When there is a cordial relational competence such will help retain present customers and help attract more customers to the organization which will to a great extent improve the wellbeing of the firm. No organization can thus be able to withstand the stiff nature of the business world when the organization lack the requisite competences necessary in enhancing the profitability and innovativeness of the firm. Conclusively, The higher the competence of entrepreneurs in terms of strategic competences and relational competences, the higher the total performance of the organization in terms of profitability and innovativeness. Thus, drawing from the findings and conclusion of the study, the following recommendations are proffered;

1. The managers and entrepreneurs of the hospitality firms should consistently update their skills in order to effectively map out strategy that will help enhance the performance of the organization.
2. The management of the hospitality firms should set appropriate measures in place to monitor any strategic action in the organization in order to ensure that it is in alignment with the strategic goals of the firm.
3. the managers of the various hospitality firms should be well trained in order to enhance their strategic competence and also boost their relational competence with divers stakeholders, as such will help boost the firms' goodwill and thus increase their profitability.

4. The management of the hospitality firm should be trained on how to effectively make strategic decisions through conceptual skills in order to drive the organization toward their targeted goal.
5. The management of the hospitality firms should improve in their relational competences through deliberate effort in order to enhance the performance of the organization.

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Emotional Intelligence and Teachers' Job Performance in Selected Senior Secondary Schools in Rivers State

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Abstract: *This study investigated emotional intelligence and teachers' job performance in selected senior secondary schools in Rivers State. Three research questions posed, and three hypotheses were formulated to guide the study. The descriptive survey research design was adopted for the study. The population of the study was 650 senior secondary school teachers in Rivers State. A total of 50% of the population was used as the sample size which was 325 teachers. Face validation of the research instrument used for data collection was carried out, while a reliability coefficient of 0.61 was obtained from the pilot study using the Pearson's Product Moment Correlation. The data collected were analyzed using descriptive statistics of mean, standard deviation and inferential statistic of Analysis of Variance (ANOVA) to answer the research questions and to test the formulated hypotheses at 0.05 level of significance respectively. The following findings were made: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent empathy, self-control and self-consciousness influence teachers' commitment, creativity and problem solving ability in selected senior secondary schools in Rivers State. It was therefore, recommended that emotional intelligence should be developed and promoted by making training programmes that will aid the teachers in exercising control over their emotions and act in suitable ways rather than to react in a negative one.*

Keywords: *Emotional Intelligence, Teachers Job Performance, Senior Secondary School.*

INTRODUCTION

Education plays an important role in the success of a human in each and every discipline. This is because it provides the humans the various skills that enhance their performance, prepare them physically, and develop them mentally. For a successful teaching it is not just the required subject knowledge, but skills are also needed. Such skills include thinking, creativity, motivation, etc. However, for teachers to effectively carry out their skills, it is fundamental for them to have good understanding of their students' feelings, problems, needs etc. which constitutes the features of emotions. According to Giardini and Frese (2006), emotion refers to a feeling state or felt-tendency. Negative emotions would affect our normal life and our decisions would lack

fairness of judgment and affect others (Wood & Tolley, 2003). On the other hand, positive emotions will help to regulate one's emotions accurately, change one's behaviour in a desired manner, enhance teacher's performance etc. Goleman (1995) emphasized the skills such as thinking, creativity, motivation, self-awareness, empathy, self-control, and self-consciousness. Self-consciousness is an acute sense of self-awareness. It is a preoccupation with oneself, as opposed to the philosophical state of self-awareness, which is the awareness that one exists as an individual being; although some writers use both terms interchangeably or synonymously (Sternberg, 2006). An unpleasant feeling of self-consciousness may occur when one realizes that one is being watched or observed, the feeling that "everyone is looking" at oneself. Some people are habitually more self-conscious than others. Unpleasant feelings of self-consciousness are sometimes associated with shyness or paranoia. When feeling self-conscious, one becomes aware of even the smallest of one's own actions. Such awareness can impair one's ability to perform complex actions. Adolescence is believed to be a time of heightened self-consciousness. A person with a chronic tendency toward self-consciousness may be shy or introverted. According to Ashkanasy and Daus (2005), Giardini and Frese (2006), emotional intelligence has emerged as an important but still relatively ignored concept. Mayer, Salovey and Caruso (2008) also opined that emotional intelligence basically refers to the ability of recognizing and then regulating the emotions of oneself and that of the others. The necessary information about emotions will assist the teachers to guide the actions and behaviors of one-self and that of the others. Many researchers today in their various studies found that emotional intelligence is the best predictor of the teachers' job performance as it can forecast the productivity of the teachers by understanding and handling their emotions in the desired manner. In the view of Mayer, Salovey and Caruso (2008), an emotional intelligent person can easily achieve his/her goals and that is the reason why most of the jobs nowadays need some level of emotional intelligence.

Statement of the Problem

According to Rozell, Pettijohn, and Parker (2006) despite the importance of emotional intelligence, it has been one of the important factors that seem abandoned and neglected in the context of teacher's performance in Nigeria. Many persons have lost their faith in teachers thereby posing a challenge on leadership and managerial skills to deliver the gains of teaching and mentorship to the people because of the seeming failure of teachers in the area of service delivery over the years. There is no gainsaying that teacher's job performance in Nigeria is faced with numerous challenges, which appear to require skills, knowledge and emotional intelligence. Also, many studies over the past 20 years, particularly in business settings, have proven that emotional intelligence can help to identify employers and employees with affective skills capable of relating with and motivating others (Othman, Abdullah, & Ahmad, 2008; Rozell, Pettijohn, & Parker, 2006). Butler and Chinowsky (2006) claim that within construction organizations emotional intelligence traits are just as important as cognitive intelligence measures and experience to find and grow the capacity of future leaders. These findings raise questions as to whether or not the emotional intelligence construct can transfer to the educational environment and help explain which teachers or prospective

teachers might be the most successful in impacting student outcomes and help them target growth areas. In another context, if an emotional intelligence assessment can help identify which employees maintain affective skills capable of relating and motivating others in the business world then the possibility exists that emotional intelligence may help educational leaders develop teachers to excel in relating with students and motivating them to perform in schools. Given the above, this study seeks to ascertain whether or not emotional intelligence influences teachers' job performance in senior secondary schools in Rivers State.

Historical Development of Emotional Intelligence (EI)

The concept of intelligence generally has a wide history. For a very long time, early Psychologists such as Binet (1916) and Spearman (1904) sought to develop the role of intelligence in determining successful management of one's environment. These early psychologists basically focused on cognitive aspects, such as memory and problem solving. However, there were those who recognized that non-cognitive aspects were equally important in assisting individuals to effectively manipulate their environments. Notable among these were Thorndike (1937) who made reference to social intelligence and Wechsler (1943) renowned for his research work on human intelligence and development of intelligence tests, who made reference to the importance of non-intellective elements such as affective and psychomotor variables in helping individuals to effectively deal with their various environments. However, the work of these early psychologists almost remained forgotten until 1980 when Gardiner introduced the concept of "multiple intelligence", emphasizing the importance of both intellectual and non-intellectual aspects of intelligence. In the latter, he emphasized the value of intrapersonal and interpersonal intelligences which were not captured by the traditional intelligence quotient tests. Contemporary interest in the field of emotional intelligence can be traced to the works of Salovey and Mayer (2010) when they coined the term emotional intelligence. In their original model of emotional intelligence, Salovey and Mayer (2010) suggested that emotional intelligence is a form of social intelligence, characterized by five key abilities. They are: the ability to know one's emotions, to handle interpersonal relationships, to use emotions to motivate one to recognize emotions in others and to manage one's emotions. The emphasis here is that emotional intelligence comprises of abilities. After which they reviewed their model and viewed emotional intelligence as the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions as to promote emotional and intellectual growth (Mayer & Salovey, 1997). Another key personality that has contributed significantly to the development of the modern field of study of emotional intelligence is Daniel Goleman. Having been among the growing number of researchers who were becoming concerned with how little traditional tests of cognitive intelligence predicted success in life, Goleman (2002) investigated the existing ideas on emotional intelligence and eventually put together a book titled "Emotional Intelligence", emphasizing the importance of social and emotional abilities for personal success. The importance of emotional intelligence received a further boost from the growing interest in Positive

Psychology, a concept first introduced by Martin Seligman when he became the President of the American Psychological Association (APA).

Overview of Emotional Intelligence (EI)

Within the domain of business administration, emotions are considered and also taken into negative aspect as they are not given space into business decisions. But the term 'Emotional Intelligence' is taken into positive sense as it is used to predict the outcomes in the organizations.

However, there are various definitions of emotional intelligence presented by different scholars based on their researches. Goleman (1999) presented an elaborate definition of emotional intelligence by stating that emotional intelligence is the ability of knowing one's own feelings and then controlling and motivating those feelings accordingly. He mentioned that EI includes the ability to understand other's emotions and then manage those emotions for effective job performance. Martinez (2005) stated that emotional intelligence includes the non-cognitive skills and capabilities that affect man's ability to deal with the demands and external pressures exerted by the environment. He is of the view that emotional intelligence is not only the cognitive ability but also a skill that can help man in his routine life and day to day activities. In the view of Mayer, Caruso and Salovey (1999), emotions are regarded as psychological subsystems such as responses, awareness and cognition. Mayer, Caruso, & Salovey (1999) termed emotional intelligence as the convergence of emotions and cognition. Mayer et al. (1999) termed emotional intelligence to be a true intelligence which shows mental abilities and the established intelligence. According to their research, intelligence can be developed with the passage of time, age and experience. Emotionally intelligent leaders are fully aware of their own emotional feelings and the emotional feelings of other people in an attempt to solve all routine hurdles in the face of new changes in the workplace (Fullan, 2002). Goleman (1998) identified seven key factors of Emotional Intelligence at the workplace which gave huge popularity to this term. The seven factors or determinants for the evaluation of the emotional intelligence level of leaders are as follows:

- (i) Self-Awareness
- (ii) Self-Regulation
- (iii) Self- Motivation
- (iv) Empathy
- (v) Self-Control
- (vi) Self-Consciousness
- (vii) Social Skills (or Relationship Management).

Self-awareness is the recognition of one's own feelings and feelings of the others (Goleman, 1998). It is an important factor in determining the emotional intelligence. According to Bradberry and Greaves (2005), being self-aware is your ability to accurately perceive your emotions and stay aware of them as they happen." This self-awareness is important for you to be able to quickly react and adjust in a given situation. According to Goleman (1998) self-regulation is the ability of managing the emotions of oneself. It is the crucial driver that can show the level of emotional intelligence in oneself. So on the basis of Goleman's definition, self-regulation is considered as a

correlate of an employee's productivity.

Self-regulation emotionally is the ability to monitor and control our own behaviour, emotions, or thoughts, altering them in accordance with the demands of the situation. Self-motivation is referred to as the force that motivates the inner emotions of human beings to continue to work without getting stopped in some point of time (Goleman, 1998). He also stated that it is an important player of emotional intelligence which is directly correlated with teacher's performance.

Empathy is the experience of understanding another person's condition from their perspective. You place yourself in their shoes and feel what they are feeling. *Empathy* is known to increase prosocial (helping) behaviors. It is used to describe a wide range of experiences. Emotion researchers generally define *empathy* as the ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling.

Self-control is the quality that allows you to stop yourself from doing things you want to do but that might not be in your best interest. For example, without *self-control*, you might burp and curse nonstop. *Self-control* is the thinking skill that helps children learn to control their feelings and behaviors in order to make good decisions, while aiding in reducing impulsive actions and dealing effectively with frustration. For example, a child may use.

Self-consciousness is a heightened sense of *self-awareness*. It is a preoccupation with oneself, as opposed to the philosophical state of *self-awareness*, which is the awareness that one exists as an individual being, though the two terms are commonly used interchangeably or synonymously. Human beings are *conscious* not only of the world around them but also of themselves: their activities, their bodies, and their mental lives. They are, that is, *self-conscious* (or, equivalently, *self-aware*). *Self-consciousness* can be understood as an awareness of oneself.

Importance of Emotional Intelligence

The importance of emotional intelligence cannot be over-emphasized. Emotional Intelligence can enhance the positive and increased moral amongst employees. An individual's emotional intelligence can be seen to dictate interpersonal relationships. In his findings, Cooper (2007) affirmed that emotions that are properly managed can, and do have successful outcomes. Carefully managed emotions can drive trust, loyalty and commitment as well as increase productivity, innovation and accomplishment in the individual, teacher, team and organizational sphere. Authors such as: Salovey and Shyter (1997) and Goleman (1998) advanced that emotional intelligence is essential for effective leadership. It is believed that even if one has the best training in the world as well as a "high intelligence" level without emotional intelligence, the person would still not make a good leader. Researchers such as Goleman, Fullan and the likes have ascertained that emotional intelligence enhances individual adaptation and change. Other research findings revealed that emotional intelligence is associated with effective outcomes such as greater optimism, less depression and less impulsivity.

Teachers' Job Performance

Teacher's job performance comprises behaviours or actions that contribute to the

achievement of task or goals by teachers in the organization (Campbell, 1990). Employees with good performance can be related to specific business outcomes such as better financial performance, productive workforce, and better retention rates. Numerous studies on the relationship between emotional intelligence and teacher's work performance have been conducted (Carmeli, 2003; Jennings & Palmer, 2007; Sy, Tram, & O'Hara 2006). However, there is still a paucity of studies in examining the performance of teachers with reference to their emotional intelligence.

Research Questions: The following research questions was raised to guide the study:

1. To what extent does empathy influence teachers' commitment in selected senior secondary schools in Rivers State?
2. To what extent does self-control influence teachers' creativity in selected senior secondary schools in Rivers State?
3. To what extent does self-consciousness influence teachers' problem solving ability in selected senior secondary schools in Rivers State?

Hypotheses

The following research hypotheses was formulated to guide the study and was tested at 0.05 level of significant.

- HO₁: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent empathy influences teachers commitment in selected senior secondary schools in Rivers State.
- HO₂: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent self-control influences teachers' creativity in selected senior secondary schools in Rivers State.
- HO₃: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent self-consciousness influences teachers' problem solving ability in selected senior secondary schools in Rivers State.

METHODOLOGY

This study adopted the descriptive survey research design. The population of this study was 650 selected senior secondary school teachers. (Source: School management). The sample size of this study is 50% of the population which is 325 teachers. The simple random sampling technique was adopted for this study. A structured questionnaire titled "Emotional Intelligence and Teachers' Job Performance Questionnaire" (EITJPQ) with a four point rating scale was designed. The instrument was validated by two experts in the field of Measurement and Evaluation, while a reliability coefficient value of 0.61 was obtained using the Pearson's Product Moment Correlation. Mean and Standard Deviation was used to answer the stated research questions, while Analysis of Variance (ANOVA) was used in testing the formulated hypotheses at 0.05 alpha level.

RESULTS

Research Question 1: To what extent does empathy influence teachers' commitment in selected senior secondary schools in Rivers State?

Table 1: Mean of the Extent to which Empathy Influences Teachers' Commitment

S/N	Questionnaire Items	\bar{X}	SD	Remarks
1	Empathy influences teacher's commitment in the school.	2.98	0.98	High Extent
2	Empathy affects teacher's dispositions and makes them to be committed positively to issues concerning their students in the school.	3.0	0.91	Very High Extent
3	Teachers who lack empathy tends to have poor commitment on their students in the school.	2.96	1.74	High Extent
4	When teachers have issues in showing empathy to their students, it usually depicts that little or no relationship exists between them and their commitment.	2.89	1.23	High Extent
Grand Mean		2.95	1.22	High Extent

From the table above, the mean score of 2.98 implies that empathy influences teacher's commitment in the school. The mean score of 3.0 accepts that empathy affects teacher's dispositions and makes them to be committed positively to issues concerning their students in the school, the means score of 2.96 also indicates that teachers who lack empathy tends to have poor commitment on their students in the school, while the mean score of 2.89 accepts that when teachers have issues in showing empathy to their students, it usually depicts that little or no relationship exists between them and their commitment. Finally the grand mean of 2.95 implies that empathy influences teachers' commitment to a very high extent.

Table 2: Mean of the Extent to which Teachers' Commitment Influences Empathy

S/N	Questionnaire Items	\bar{X}	SD	Remarks
5	Teachers create a relaxed and supportive environment where students trust the teacher to help them to be successful.	2.99	0.90	High Extent
6	Teachers refrain from commenting unprofessionally	2.92	0.95	High Extent

	about their students.			
7	Teachers recognize individual differences among pupils and seek to meet their individual needs.	3.04	1.21	Very High Extent
8	Teachers exhibit good attitude, loyalty, and involvement to enhance and develop the profession they have chosen.	2.78	1.39	High Extent
Grand Mean		2.93	1.11	High Extent

From the table above, the mean score of 2.99 implies that teachers create a relaxed and supportive environment where students' trust the teacher to help them to be successful. The mean score of 2.92 accepts that teachers refrain from commenting unprofessionally about their students, the means score of 3.04 also indicates that teachers recognize individual differences among pupils and seek to meet their individual needs, while the mean score of 2.78 accepts that teachers exhibit good attitude, loyalty, and involvement to enhance and develop the profession they have chosen. Finally the grand mean of 2.93 implies that teachers' commitment is being influenced by empathy to a very high extent.

Research Question 2: To what extent does self-control influence teachers' creativity in selected senior secondary schools in Rivers State?

Table 3: Mean of the Extent to which Self-control Influences Teachers' Creativity

S/N	Questionnaire Items	\bar{X}	SD	Remarks
9	Teachers who have self-control are said to have efficiency and effectiveness in their creativity.	2.87	2.01	High Extent
10	When a teacher exhibits self-control during teaching and learning, students will be positively creative and their academic performance will be modified.	3.03	0.94	Very High Extent
11	Self-control can cause a teacher to positively improve his/her creativity and thus academically groom his/her students.	3.01	0.99	Very High Extent
12	Self-control of teachers does not have any negative influence on their creativity in school.	3.0	1.10	Very High Extent

Grand Mean	2.97	1.26	High Extent
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From the table above, the mean score of 2.87 implies that teachers who have self-control are said to have efficiency and effectiveness in their creativity. The mean score of 3.03 entails that when a teacher exhibits self-control during teaching and learning, students will be positively creative and their academic performance will be modified, the means score of 3.01 also indicates that self-control can cause a teacher to positively improve his/her creativity and thus academically groom his/her students, while the mean score of 3.0 accepts that self-control of teachers does not have any negative influence on their creativity in school. Finally the mean score of 2.97 implies that self-control influences teachers' creativity to a very high extent.

Table 4: Mean of the Extent Teachers' Creativity Influences Self-control

S/N	Questionnaire Items	\bar{X}	SD	Remarks
13	Mentoring and/or peer observation and coaching, as part of a formal job arrangement.	2.78	0.92	High Extent
14	Engaging in informal dialogue with your colleagues improves your job.	2.90	0.95	High Extent
15	Teaching students with special learning needs is an act of creativity.	2.92	1.21	High Extent
16	Engagement in extra-curricular activities with students (e.g. school plays and performances, sporting activities).	3.0	2.09	Very High Extent
Grand Mean		2.9	1.29	High Extent

From the table above, the mean score of 2.78 implies that mentoring and/or peer observation and coaching, as part of a formal job arrangement. The mean score of 2.90 entails that engaging in informal dialogue with your colleagues improves your job, the means score of 2.92 also indicates that teaching students with special learning needs is an act of creativity, while the mean score of 3.0 accepts that engagement in extra-curricular activities with students (e.g. school plays and performances, sporting activities). Finally the mean score of 2.9 implies that teachers' creativity is being influenced by self-control to a very high extent.

Research Question 3: To what extent does self-consciousness influence teachers' problem solving ability in selected senior secondary schools in Rivers State?

Table 5: Mean of the Extent to which Self-consciousness Influences Teachers' Problem Solving Ability

S/N	Questionnaire Items	\bar{X}	SD	Remarks
17	Self-consciousness influences teachers' problem solving ability positively.	2.98	1.02	High Extent
18	Self-consciousness of teachers significantly improves their problem solving ability	2.95	0.92	High Extent
19	Self-consciousness is another means of controlling and modifying student's problem solving ability	2.92	0.97	High Extent
20	Self-consciousness of teachers improves their ability to handle issues concerning their students.	2.87	1.00	High Extent
	Grand Mean	2.93	0.98	High Extent

From the table above, the mean score of 2.98 implies that self-consciousness influences teachers' problem solving ability positively. The mean score of 2.95 entails that self-consciousness of teachers significantly improves their problem solving ability, the means score of 2.92 also indicates that self-consciousness is another means of controlling and modifying student's problem solving ability, whereas the mean score of 2.87 accepts that self-consciousness of teachers improves their ability to handle issues concerning their students. Finally the mean score of 2.93 implies that self-consciousness influences teachers' problem solving to a very high extent.

Table 6: Mean of the Extent Teachers' Problem Solving Influences Self-consciousness

S/N	Questionnaire Items	\bar{X}	SD	Remarks
21	Design task with more than one alternative solution and strategies	2.98	0.96	High Extent
22	Frequently make set of evaluation only testing on calculation and procedure.	2.92	1.02	High Extent
23	Think critically after discussion.	3.04	1.04	Very High Extent
24	Focus on guiding students in solving task using one step solution.	2.78	0.99	High Extent
	Grand Mean	2.93	1.00	High Extent

From the table above, the mean score of 2.98 implies that teachers design task with more than one alternative solution and strategies. The mean score of 2.92 accepts that they frequently make set of evaluation only testing on calculation and procedure, the mean score of 3.04 also indicates that teachers think critically after discussion, while the mean score of 2.78 accepts that teachers' focus on guiding students in solving task using one step solution. Finally the mean score of 2.93 implies that teachers' problem solving is being influenced by self-consciousness to a very high extent.

Test of Hypotheses

Hypothesis 1: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent empathy influences teachers' commitment in selected senior secondary schools in Rivers State.

Table 7: Analysis Of Variance (ANOVA) on the significant difference in the opinion of teachers in the three senatorial districts on the extent empathy influences teachers' commitment in selected senior secondary schools in Rivers State

Sources of Variation	Df	Sum of Squares	Mean Square	F-cal	F-critical	Decision
Between Groups	2	.321.	.161	5.61	3.04	Reject H_0
Within Groups	323	92.067	.286			
Total	325	92.388				

From the F- ratio distribution, the critical value of F with 2 and 323 degrees of freedom at 0.05 alpha level is 3.04. Since the calculated value of 5.61 is greater than the critical value of 3.04, we have good reason to reject the null hypothesis H_0 and accept the alternate. Thus there is a significant difference among the opinion of teachers in the three senatorial districts on the extent empathy influences teachers' commitment in selected senior secondary schools in Rivers State.

Hypothesis 2: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent self-control influences teachers' creativity in selected senior secondary schools in Rivers State.

Table 8: Analysis Of Variance (ANOVA) on the significant difference in the opinion of teachers in the three senatorial districts on the extent self-control influences teachers' creativity in selected senior secondary schools in Rivers State

Sources of Variation	df	Sum of Squares	Mean Square	F-cal	F-critical	Decision
Between Groups	2	.321.	.193	5.38	3.04	Reject H_0
Within Groups	323	96.067	.298			
Total	325	96.388				

From the F- ratio distribution, the critical value of F with 2 and 323 degrees of freedom at 0.05 alpha level is 3.04. Since the calculated value of 5.38 is greater than the critical value of 3.04, it is pertinent therefore to reject the null hypothesis H_0 . This implies that there is a significant difference among the opinion of teachers in the three senatorial districts on the extent self-control influences teachers' creativity in selected senior secondary schools in Rivers State.

Hypothesis 3: There is no significant difference in the opinion of teachers in the three senatorial districts on the extent self-consciousness influences teachers' problem solving ability in selected senior secondary schools in Rivers State.

Table 9: Analysis Of Variance (ANOVA) on the significant difference in the opinion of teachers in the three senatorial districts on the extent self-consciousness influences teachers' problem solving ability in selected senior secondary schools in Rivers State

Sources of Variation	df	Sum of Squares	Mean Square	F-cal	F-critical	Decision
Between Groups	2	.025	.013	3.30	3.04	Reject H_0
Within Groups	323	118.886	.369			
Total	325	118.911				

From the F- ratio distribution, the critical value of F with 2 and 323 degrees of freedom at 0.05 alpha level is 3.04. Since the calculated value of 3.30 is greater than the critical value of 3.04, the null hypothesis H_0 is hereby rejected and the alternate accepted. Given the above, there is a significant difference among the opinion of teachers in the three senatorial districts on the extent self-consciousness influences teachers' problem solving ability in selected senior secondary schools in Rivers State.

DISCUSSION OF FINDINGS

Based on the analysis of the data it was found that there is a significant difference in the opinion of teachers in the three senatorial districts on the extent empathy influences teachers' commitment in selected senior secondary schools in Rivers State. This finding is in line with the view of Cooper (2007) who asserted that an individual's empathy can be seen to dictate interpersonal relationships. In his findings, he affirmed that empathy that are properly managed can, and do have successful outcomes. Carefully managed emotions however can drive trust, loyalty and commitment as well as increase productivity, innovation and accomplishment in the individual, teacher, team and organizational sphere. Authors such as Salavey and Shyter (1997) and Goleman (1998) opined that empathy is essential for effective leadership. It is believed that even if one has the best training in the world as well as a "high intelligence" level without empathy, the person would still not make a good leader. Researchers such as Goleman, Fullan (2001) and the likes have ascertained that empathy enhances individual adaptation and change. Other research findings revealed that empathy is associated with effective outcomes such as greater optimism, less depression and less impulsivity. Bradberry

and Greaves (2005) referred to empathy as the capacity to know how another person feels. As one begins to recognize emotions in oneself and realizes her/his own emotional weather systems, she/he will be able to sense them in others more accurately. This means one can feel with someone rather than feel about themselves. People, who are empathetic, are more attuned to the subtle social signals that others' need or want. Empathy skills are most important in managing relationships. When a person is empathetic, she/he has the ability to have strong bonds with other people, can communicate more clearly, can understand others' view points, have compassion and can forgive others for their transgression. Goleman has explained empathy as 'social radar'. He explains empathy as being able to pick up another's feeling without having a word uttered by them. Being empathetic is being aware of the emotions of others. One does this by listening carefully and tuning into the non-verbal clues those around one are giving. This also gives one the opportunity to build a closer relationship and allows them to be related better to you (Goleman, 2011). It was also found that there is a significant difference in the opinion of teachers in the three senatorial districts on the extent self-control influences teachers' creativity in selected senior secondary schools in Rivers State. This domain of EI comprises the ability to regulate moods and emotions in oneself and in other people (Goleman, 2011).

Emotionally intelligent people must be able to control, monitor, discriminate, and label their feelings accurately, believe that they can improve or otherwise modify these feelings, employ strategies that will alter their feelings, and assess the effectiveness of these strategies. That is, emotionally intelligent people will be able to handle uncomfortable emotions, once they have accepted that they are feeling them. At times, one can stay open to his feelings, learn from them, and use them to take appropriate action. Other times, however, it may be better to disengage from an emotion and return to it later. Controlling your emotions is the key in emotional intelligence. One needs to be able to act and react based on the situation and not on how one is feeling in that moment. Reacting based on how one feels can come with some not-so-appealing consequences. Finally, it was found that there is a significant difference in the opinion of teachers in the three senatorial districts on the extent self-consciousness influences teachers' problem solving ability in selected senior secondary schools in Rivers State. Self-consciousness is an acute sense of self-awareness that motivates teachers (Bradberry & Greaves, 2005). It is a preoccupation with oneself, as opposed to the philosophical state of self-awareness, which is the awareness that one exists as an individual being; although some writers use both terms interchangeably or synonymously. An unpleasant feeling of self-consciousness may occur when one realizes that one is being watched or observed, the feeling that "everyone is looking" at oneself. Some people are habitually more self-conscious than others. Unpleasant feelings of self-consciousness are sometimes associated with shyness or paranoia. When feeling self-conscious, one becomes aware of even the smallest of one's own actions. Such awareness can impair one's ability to perform complex actions. Adolescence is believed to be a time of heightened self-consciousness. A person with a chronic tendency toward self-consciousness may be shy or introverted (Bradberry & Greaves, 2005). Unlike self-awareness, which in a philosophical context is being conscious of oneself as an individual, self-consciousness, being excessively

conscious of one's appearance or manner, can be a problem at times. Self-consciousness is often associated with shyness and embarrassment, in which case a lack of pride and low self-esteem can result. In a positive context, self-consciousness may affect the development of identity, for it is during periods of high self-consciousness that people come the closest to knowing themselves objectively. Self-consciousness affects people in varying degrees, as some people are constantly self-monitoring or self-involved, while others are completely oblivious of themselves. Psychologists frequently distinguish between two kinds of self-consciousness, private and public.

CONCLUSION / RECOMMENDATIONS

It was concluded that the opinion of teachers in the three senatorial districts on the influence of empathy, self-control and self-consciousness on teachers' commitment, creativity and problem solving ability do not differ in their opinion. Thus, it is pertinent to assert here that empathy, self-control and self-consciousness influences teachers' commitment, creativity and problem solving ability respectively in selected senior secondary schools in Rivers State. From the above, the study recommend that Emotional intelligence should be developed and promoted by making training programs that will aid the teachers' empathy in exercising control over their emotions and act in suitable ways rather than to react in a negative one. The reform in the teaching process should not only be dependent on a new curriculum but should also concentrate on its quality and focus on more interaction between teachers and their students as to develop self-control over themselves. The Ministry of Education should include some teacher training programs in order to enhance teachers' self-consciousness based on their performance. Such programs will assist teachers in improving and enhancing a better classroom management.

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Consumerism and Nigeria Economy

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Abstract: *This paper reviewed literature on consumerism and Nigeria Economy. The objectives were to explore the extent of consumerism practice in Nigeria and its effect on the economy. The paper discussed; consumerism, traditional rights of sellers and buyers in exchange and transaction relationship, consumer protection agencies in Nigeria, factors militating against effective and efficient consumerism in Nigeria. Based on the reviewed literature, it was recommended that, the government, the marketers and the entire civil society must become better disposed to the objectives of consumerism by providing the necessary education, infrastructure, finding, enlightenment and legislation to make consumerism in Nigeria what it is in the developed countries of USA and Britain.*

Keywords: *Consumerism and Nigeria Economy*

INTRODUCTION

Business organizations in developed, developing and underdeveloped nations are primary established for operation and stay on in business. This profitable vision is made manifest through consumer's patronage and loyalty accompanied with high level of competition and commercial transaction issues. Agboifoh, Ogwo, Nnolim and Nkamnebe (2007) stated that how to tackle fairness and satisfaction between seller(s) and buyer(s) is a problem. In event of exchange and transaction, parties involved must have the ability, willingness and qualification to enter into relationship and the ability to communicate offer must truly exist.

The emergence of information technology (IT) in the business world has increased consumer awareness and education thereby giving in for consumer(s) agitation for honest information about items offered for sales (Joseph, 2005). The quest for information gives rise to increased satisfaction and protection by consumers. This stems out the concept consumerism.

Agbonifoh *et al.* (2007) stated that consumerism is the consumerist movement, consumer protection or consumer activism but Griffin and Ebert (2002) said that consumerism is a form of social activism meant to protect the rights of consumers in exchange. Consumerism is traceable to a consumer protest against abuse and exploitation by sellers in USA in 1962 and has gain prevalence in the developed countries like Canada, France, Europe etc. where the government, consumer groups and the general public engage in different activities to protect the health and right of their members (Ijewere, 2011; Ozuru, Ogbuji & Amue 2015). The adoption and practice

of consumerism in Nigeria is relatively low owing to the level of consumer awareness (Ijewere, 2009) and Omenazu (2010) asserted that Nigerian consumer is the most exploited in the universe. Edoreh (2007) stated that Nigerian market is poisoned with deceptive activities enhances consumer dissatisfaction in almost every marketing activities in Nigeria. In spite of government agencies policies on consumer protection, Nigerian manufacturers produced and offer injurious and unsafe goods and services to their target market. Halliru (2012) asserted that consumerism in Nigeria is dominated by government agency activities with little or nothing from the organized private sector as individuals or artificial persons.

Onah (1997) as cited on Oko, 2013) stated that consumer in Nigeria is dated 1979. The question is why Nigeria has remained at the primary stage of consumerism development for over 40years of the existence of this course for consumer protection. Thus, this work intends to establish the impact of consumerism on Nigeria economy.

Consumerism and Nigeria Economy

Wright (2002) sees consumerism as the set of activities of independent organizations, government and business designed to protect the consumers. Business exists to satisfy its owners, the management, employees and the consumer (Oko, 2013) but in Nigeria this interest is usually unbalanced and dissatisfactory to the consumer thereby creating disharmony. Consumerism thrives well on the collective activities of government, organizations/associations, journalist exposes and individual consumers (Oko & Linus, 2013) but in Nigeria the government has always played the role of ombudsman supported by little journalistic exposes. Organizations/association and individual consumers activities are relatively non existence. This reasonably account for the poor development of consumerism, organization and associations (Ayozie, 2013). He added that consumerism is on the increase in Nigeria based on the increase in the level of education and standard of living, hence awareness of consumer rights is on the increase as well as fight against exploitation.

However, it is discouraging to state that Nigeria has only recorded a case of consumer right abuse in Kano, Kaduna, and Lagos state among those reported in 1986 and 1988. This supports Halliru (2012), consumerism in Nigeria is more in the form of government legislation and enforcement than organized consumer association. He also observed that these agencies except a few perform below expectations as the awareness of their existence among Nigerians is equally low. Today's consumer is better educated than his forebears and thus less unwilling to accept the exaggerated salesmanship and misleading advertisements, inferior goods and even deceit that buyers once considered the natural hazards of commerce is but an over assessment of the Nigerian situations as it contradicts Ayozie (2013). He conversely asserted that today there are more fake drugs than ever before in the country while quacks and opportunists dominate the dispensing and sales of goods and services. Many Nigerians through quantitatively educated are qualitatively ignorant and Etukudo (2008), said marketers as producers and vendors have employed aggressive methods, strategies, and media to influence consumer opinion, attitude and actions thus consumers are mislead into wasteful expenditures.

The media in collaboration with vendors, given the growth in quantitative rather

than qualitative education based on the use of information technology system are guiding consumers into making unintelligent and non-beneficial purchase decisions, thus unsafe as well as low quality market offers whose usages to human and environmental health abuse are patronized even at exorbitant price (Etukudo, 2008). Consumerism is meant to improve consumer's welfare but it breeds negation of standards in Nigeria.

Currently, evidences show that corporate neglect has been extended beyond poor quality of core product; inadequate consumer education and information; poor or absence of after sales service delivery amongst others to the exploitation of the consumers physical environment, as the major and minor streets of urban and sub-urban areas are littered with residues (waste) that result from industrial operations and domestic consumption of the products of firms (Oko & Linus, 2013).

Consequently, the health standard of the general public is under threat. The fight against this environmental mess through withdrawal of patronage by consumers is considered in effective based on the absence of alternative offer resulting from the absence of competition among firms in the industries, excess of demand for market offer over supply and the attendant political economic power which these corporate bodies have always used to enact laws to protect their interest or to thwart existing laws (Okpara, 2002; Akerele, 1980 as cited in Oko & Linus, 2013)

Traditional Rights of Sellers and Buyers in Exchange and Transaction Relationship

1. Right to introduce any product in any size and style, provided it is not hazardous to health or safety.
2. Right to charge any price for the product; provided no discrimination exist among similar kinds of buyers.
3. Right to spend any amount to promote the product provided it is not defined as unfair competition.
4. Right to use any product message, provided it is not misleading, or dishonest in content.
5. Right to use any buying incentive programmes, provided they are not unfair or misleading

Buyers Rights

- (i) Right to buy product offered for sales
- (ii) Right to expect the product to be safe
- (iii) Right to expect the product to perform as claimed
- (iv) Right to be informed
- (v) Right to seek redress (Kotler and Arustrong, 2006).

Consumer Protection Agencies in Nigeria

- 1) Consumer Protection Council (CPC)

Establishment of consumer protection council (CPC): The Federal Government of Nigeria through Decree No. 66 of 1992 Laws of the Federal Republic (under the Federal Military government) established the Consumer Protection Council (CPC) on the 23rd day of November, 1992. The council commenced its operations properly in 1999 when the institutional framework for its take off was put in place. However Decree No. 66 was amended to Act 25 of 2004 by the Nigerian Legislature in 2004 and it became an act of Parliament. The council was established solely because of the ugly marketing environment and situations consumers have been exposed to in terms of what they have suffered and how they have been exploited in the past by producers and suppliers of goods and services.

- 2) Standards Organization Of Nigeria (SON)
- 3) National Drugs Law Enforcement Agency (NDLEA)
- 4) National Agency for Food and Drug Administration and Control (NAFDAC)
- 5) Nigeria Communication Commission (NCC)
- 6) Economic and Financial Crimes Commission (EFCC)
- 7) Independent Corrupt Practices Commission (ICPC)
- 8) The Counterfeit and Fake Drugs Decree No.21 of 1988
- 9) The Food and Drugs Act Cap 150 of 1990
- 10) The Poison and Pharmacy Act Cap 366 of 1990.

Factors Militating Against Effective and Efficient Consumerism in Nigeria

1. **Low level of literacy:** The high level of illiteracy in Nigeria is a major factor for the failure of consumerism. According to Abubakar (2010), "Nigeria is among the nine most illiterate countries in the world." What do you expect a consumer that cannot read, write or understand the components of a product to do when given an adulterated version of the same product? How does he know that although two products share similar packaging but they are not the same in composition? How does he know about his rights as a consumer if he is not told?
2. **Ignorance:** Ignorance, they say, is a disease. Major fallout of illiteracy is ignorance. Majority of the consumers in Nigeria are ignorant of their rights as consumers; hence they seem helpless in the face of exploitation by producers and marketers. Fellow Nigerians in a bid to get-rich-quick. Who will then save Nigerians from themselves?
 - **Government ownership business:** Government ownership of such parastatals as Power Holding Company of Nigeria (PHCN), Telecommunication Company, Water Corporation, Railway Companies, etc., poses a great hindrance to the ability of the civil society to successfully prosecute these companies when they exploit consumers or perform below expectation. Will Government prosecute itself and find itself guilty in Nigeria?
 - **Low level of import substitution:** Nigeria is a Seller Country and not a Producer country; hence most of the products sold in the market are imported, thus making the country to have less control over their production and little or no

choice for the Nigerian consumer. The situation will obviously be different if Nigerians produce these products in Nigeria for Nigerians.

- **Corruption:** Corruption has been said to be the bane of Nigeria development. High level of corruption even among the same people that should be in the forefront of consumerism militates against the success of consumerism in Nigeria. A lot of consumer activists easily succumb to material and financial inducement to abandon the fight against the exploitation of the consumer.
- **Unpatriotic activities:** It is ironical to know that most of the fake products in the Nigerian markets are imported into the country by Nigerian consumers, according to Omenazu (2010), "... are among the most exploited in the world." There are rampant cases of fake and adulterated products, shoddy services being rendered by many establishments, malpractices in several institutions, etc. What all these reveal is that the practice and essence of consumerism in Nigeria are yet to be firmly rooted and felt by the Nigerian consumers.
- **Poverty:** Nigeria is rated among the poorest countries in the world, with a majority of Nigerian consumers in the poverty brackets. Who will help the poor consumer in a typical Nigerian village to prosecute a multinational food company which has sold to him a sub standard milk powder?
- **Dormancy of press:** Is the Nigerian Press doing enough in promoting consumerism? The answer is NO. This can be attributed to the fact that majority of business owners in Nigeria are in one way or the other linked to the ownership of the Press, in addition to having journalists that are not brave enough to take the lid off the bad practices of some companies.
- **Weak consumer associations:** There is no gainsaying the fact that majority of the Consumers' Associations in Nigeria are not strong enough to fight the powerful and wealthy business owners whose products or services have been found to be of very low quality.
- **High cost of seeking legal redress:** The high cost and technicalities of seeking legal redress have prevented a lot of poor consumers from taking up legal action against erring but richer manufacturers or marketers.
- **Unresponsive government:** The success of consumerism in any country depends greatly on the support and infrastructure provided by the government. The Nigerian government has not shown enough enthusiasm in practice for the success of consumerism in the country.

Conclusion

Consumerism in Nigeria can be made to deliver the desired dividends to the society by addressing all the factors militating against its growth and effectiveness as outlined above. Consumers' organizations in Nigeria can step up their activities by imitating USA and Britain where consumer organizations conduct independent product tests, carry out independent consumer surveys, issue out product alerts, inform and educate consumers and draw the attention of the government to the need for the full implementation of consumer protection laws and prompt prosecution of offenders to

serve as deterrent to others. To achieve this milestone, the government, the marketers and the civil society must become better disposed to the objectives of consumerism by providing the necessary education, infrastructure, finding, enlightenment and legislation to make consumerism in Nigeria what it is in the developed countries of USA and Britain.

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Corporate Social Responsibility and Competitiveness of Oil and Gas Firms in Rivers State

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Abstract: *This paper sought to assess the relationship between corporate social responsibility and competitiveness of oil and gas firms in Rivers State, Nigeria. The research applied cross-sectional approach of the quasi-experimental research design. Six oil and gas firms were purposefully selected in Rivers State from which primary data was obtained by means of a structured questionnaire. The 112 returned questionnaires were analyzed with regression analysis. It was deduced from the study that there was significant cause effect relationship between business ethics and competitiveness as well as with stakeholder management and competitiveness. Evidently, CSR is a lifeline for business organizations to outperform their rivals. Therefore, business organizations should inculcate corporate citizenship behavior while adhering strictly to corporate ethical conducts.*

Key words: *Corporate Social Responsibility, Competitiveness, Business Ethics, Corporate Citizenship, Stakeholder Management.*

Introduction

Globalization has introduced complex competition into the business sphere. Consequently, it has become the preoccupation of every business organization to be profitable and remain a going concern.

Frank (2004) opined that organizations that exercise corporate social responsibility by harmonizing social, environmental and economic concerns into their operations can last in a highly competitive climate because CSR accrues tremendous advantages to businesses. On the backdrop of CSR, the essence of a business organization in the society is better appreciated outside the notion that firms only exist to provide employment, goods and services to meet the needs of the general public.

Trendily, investors are interested in investing in businesses that are considered to be socially responsible. These investors assess the social antecedents of potential firms. Again, the practice of CSR fosters social acceptance and provides a broad

license for practitioners to operate. When this happens, the organization is able to attract the highest caliber of human resources, while the morale of its existing workforce is enhanced, leading to greater organizational efficiency and productivity (Godfrey *et al.*, 2016).

The Niger Delta Region of Nigeria is the poster of environmental degradation occasioned by oil exploration and production activities. Until recently, the totality of the nation's petroleum resources were extracted from the region. Whereas, Nigeria stands as the 6th highest producer of oil in the world as well as the first in Africa. The corporate social irresponsibility of international oil companies has led to severe agitations in the region resulting to hostilities such as; destruction of oil pipelines and other facilities as well as the kidnapping of staff of IOC's (Amaeshi *et al.*, 2006). The Nigerian Extractive Industry Transparency Initiative reports that \$41.94 billion was lost to crude and refined product theft in Nigeria between 2009-2018 while \$347.22 million was spent to maintain their pipelines between 2017-2018 (Oladehinde, 2019). These peculiar events certainly impede the performance of firms in the oil and gas sector of Nigeria who are already faced with advanced competition brought about by fluctuations in oil prices. It remains to be seen whether these IOC's will align with the society and their environment by discretionally implementing CSR while at the same time enhancing shareholder value. On the flip side, be exposed to greater risk by engaging in temporal damage controls.

The motivation for this research stems from the fact that very little research effort on the subject matter has been undertaken in developing economies, especially in Nigeria where there is inappreciable literature on the subject. Besides, the relationship between CSR and the performances of business has not been clearly established due to conflicting empirical evidences from other countries, hence, the need for evidences from Nigeria.

Objectives of the Study

1. To assess the relationship between business ethics and competitiveness.
2. To examine the relationship between stakeholder management and competitiveness.
3. To investigate the relationship between corporate citizenship and competitiveness.

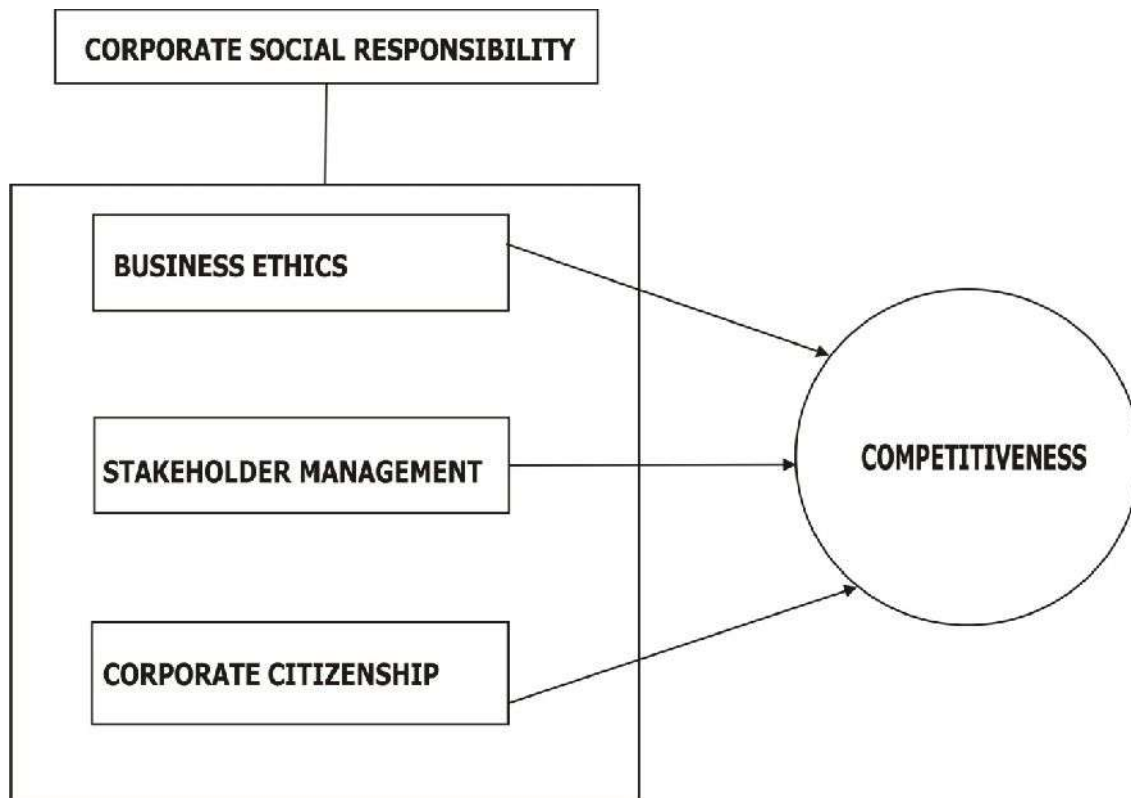
Research Hypotheses

H0₁: There is no significant relationship between business ethics and competitiveness.

H0₂: There is no significant relationship between stakeholder management and competitiveness.

H0₃: There is no significant relationship between corporate citizenship and competitiveness.

Literature Review



This research work rests on relational theory, as evinced by Secchi (2007).

The relational theory came to being by virtue of the business-environment inter-connection (Ismail, 2009). Ismail, broke the theory into four components comprising; Business and society, stakeholder approach, corporate citizenship and social contract.

Business and society aptly demonstrate the relationship between the business organization and the environment in which the entity carries out its operation with CSR serving as a link. As such, the business entity is required to weigh the impact of its activities and resolves on the environment on which the business is domiciled.

Stakeholder approach projects a perspective though which the management of an entity can be better enhanced. The approach is an embodiment of the wider ethical views that considers appropriate actions that creates a better society. Furthermore, the stakeholder approach views the business entity as one with different vested interest within itself. It therefore seeks to create a balance between the interest of all stakeholders (Freeman & Philips, 2002). Corporate citizenship from the point of view of Garriga and Mele (2004) is an integrative method intended to exacerbate the responsible behavior of an entity through the commitment of the entity to its relationship

with its stakeholders. Therefore, all external affairs of the entity must be adequately considered before decision for the entity is arrived at.

Lastly, the social contracts approach, under the relational theory of CSR, deals with the ethical justification for the economic activities of an entity, with an intension to provide a platform on which to evaluate social actions between the entity and the society in which it operates. Here, CSR is conceived as a result of the ethical validity gotten by the entity from the society at large. This approach is based on the principles of human rights, labour rights as well as regard for the environment.

Concept of Competitiveness

Competitiveness can be viewed from three basic perspectives, namely; firm level, industry level and national level. However, due to the objectives of this study, only firm level of competitiveness which is concerned with the behaviors of business organizations is of importance (Denis, Denis & Yost, 2002).

According to Uchehara (2019) competitiveness is the ability to sell products that meet demand requirements (price, quality and quantity) and at the same time, ensure profits over time that enable the firm to thrive. Uchehara, went on to suggest that the degree at which an organization is competitive is reflected in its return on investment.

Whilst competitiveness is regarded as a relative concept, variables such as quality, innovativeness, social responsibility, working conditions etc., can be used to measure the concept (Denis, Denis & Yost, 2002).

Concept of Corporate Social Responsibility

Corporate Social Responsibility (CSR) lacks unanimity in definition. As such, several institutions, scholars and organizations have offered descriptions on the basis of their perspective. Gobbles (2002) posited that CSR has been defined but the definition is distinct to an individual level. The European Union (EU) defined CSR as a medium through which organizations incorporate social and environmental considerations into their commercial activities and in their interplay with stakeholders discretionally (Hopkins, 2006).

The World Business Council for Sustainable Development (WBCSD) defined CSR as the consistent undertaking by organizations to adhere to ethical norms, augmenting economic advancement and enhancing the standard of living of its stakeholders (Amole, Adebisi & Awolaja, 2012). *Mallenbaker* described CSR as the manner in which organizations carry out their commercial activities towards generating a beneficial outcome on the society (Hokins, 2006). *Amaesh et al.*, (2006) argues that the interpretations and definition of CSR is rooted in national socio cultural perspectives. Hence, from a Nigerian standpoint, based on responses from indigenous firms, CSR was viewed as; “The corporate act of giving back to the immediate and wider community in which organizations carry out their business in a manner that is meaningful, valuable and relevant to that community”(Amaesh *et al.*, 2006, p. 23). They went on to state that “CSR is a way of saying thank you to the environment in which they operate and a way of also showing a sense of belonging to the society (Amaesh *et al.*, 2006, p. 23). The following conceptualized dimensions are used to measure CSR.

Business Ethics

The idea of business ethics shares similarities with CSR and are often used interchangeably as viable tools for assessing business activities. The concepts are distinct in the sense that CSR deals with the totality of the business organization, while business ethics is concentrated on the behaviors of managers and other top executives of the business organization.

Owing to the global rise of corporate malfeasants, business ethics has taken center stage, serving as an important tool for defining and assessing organizational behavior (Carroll, 2015). According to Hilal (2017) business ethics is a system of moral principles and rules of conduct applied to business operation. From the perspective of the general public, business ethics could be utilized to portray the improper activities of business organizations as well as that of those that directs or manages the affairs of organizations.

Stakeholder Management

The notion of stakeholder management is an offshoot of the widely acclaimed stakeholder theory. The theory of stakeholder management posits that firms should be actively involved in the affairs of the localities where their business activities are carried out (Amole, Adebisi & Awolaja, 2012). The stakeholder approach was developed over three decades ago by Freeman (1984) and further enriched by Bowie (1991); Evan and Freeman (1988); Freeman and Evan (1999), Freeman and Philips (2002).

The idea behind stakeholder management emanates from the view that firms are required to meet the aspirations of the different components of their organization. As such, the expectations of these stakeholder must be included in the process of decision making especially on issues that borders on social and environmental undertakings (Rahbek & Padersen, 2006). Freeman (1988) posited that managers and other top executives have fiducial responsibilities to stakeholders. He went further to describe stakeholders as a category of people that can influence or are influenced by the business activities of a firm.

Freeman and Philips (2002) expressed that businesses should manage their relationships with their stakeholders in order enhance their bottom lines. Amole, Adebisi and Awolaja (2012) also expressed that the expectations of stakeholders should not only be acknowledged for strategic objectives but also on moral grounds.

Corporate Citizenship

In the same manner private citizens are accorded certain privileges and responsibilities, so are business organizations expected to be responsible citizens of their geographical locations by virtue of the discharge of their responsibilities, howbeit, to the society at large (Carroll, 2015). Corporate citizenship is a derivation from citizenship, which according to Hette (2000) is defined as the state of being part or belonging to a political community. Although there has not been a consensus definition of Corporate citizenship, Matten and Crane (2003) defined the concept from the perspective of the position of the business organization in the delivery of citizenship rights for employees and other key stakeholders.

Through corporate citizenship, firms strive to materialize shared social objectives

such as economic development, personal and national security, economic stability, quality standard of living as well as personal integrity (Bowen, 1953).

Empirical Review

In a bid to link CSR and business performance, a lot of empirical researches have been carried out. Tilting towards financial performance, the findings of some investigations indicated a positive relationship between CSR and profitability; Hart and Ahuja (1996); Feldman et al., (1996); Konar and Kohen (2001); Thomas (2001); Buts and Pattoner (1999); Hibiki (2003). On the other hand, two notable investigations revealed a negative relationship between CSR and profitability Cordeiro and Sarlas (1997); Wagner *et al.*, (2002). In terms of competitive advantage, Motilewa and Worlu (2015) in their study, identified CSR as a strategic tool for gaining competitive advantage, particularly for SMEs in Nigeria who face stiff competitions from other well established international business organizations with larger capabilities. Further linking CSR to competitive advantage, Porter and Kramer (2006) posited that there was a positive relationship between CSR and competitive advantage.

More specifically, Bottaglia *et al.*, (2014) in an explorative study obtained empirical evidences from SMEs in the fashion industry of France and Italy regarding CSR and competitiveness. The findings indicated a significant correlation in view of innovation process from technical and institutional perspective. In a similar study carried out more recently by Uchehara (2014) on building corporate competitiveness through CSR drives, panel data were obtained from twelve firms. Results from simple OLS regression analysis indicated that CSR had positive and significant effects on return on sales as well as on returns on investment. It was hence, concluded that CSR is an important management strategy to improve the competitiveness of entities in Nigeria. This was on the backdrop that entities that practices CSR obtains improved sales and corresponding returns on investment.

Methodology

Given the survey research nature of this work, the researchers favored the cross sectional research approach, an aspect of quasi-experimental research design. Using the probability sampling technique, six oil and gas firms were purposefully selected as samples from the population of oil and gas firms operating in Port Harcourt, Rivers State. Further, data was collected in primary form, through the use of a structured questionnaire. Accordingly, 150 questionnaires were distributed to respondents comprising supervisors, senior supervisors and managers of the six above stated firms. Out of the total questionnaires distributed, only 112 were returned and useable for analysis. Applying descriptive statistics as the statistical tool for data analysis, the regression analysis was deployed with the aid of SPSS (version 21) in testing the stated hypothesis with an intention to obtain relevant findings from the investigation.

Results and Discussion

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.738	1.952

a. Predictors: (Constant), Stakeholder_Management, Corporate_Citizenship, Business_Ethics

Our model summary shows that there is a regression coefficient of 0.861 which is closer to 1. This signifies the strength of the relationship between our variables. Secondly, our R square (0.741) which is also the coefficient of determinant shows that 74.1% of the outcome of our criterion variable is predicted by our independent variable.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3239.923	3	1079.974	283.551	.000 ^b
	Residual	1135.007	298	3.809		
	Total	4374.930	301			

a. Dependent Variable: Competitiveness

b. Predictors: (Constant), Stakeholder_Management, Corporate_Citizenship, Business_Ethics.

Our ANOVA also reveals a significant cause effect relationship existing amongst variables under study. Here, we realized a p-value of 0.000 which is less than alpha of 0.05. This indicates that our model is in order.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.401	.961		-1.458	.146
	Business_Ethics	.185	.044	.169	4.154	.000
	Corporate_Citizenship	.055	.058	.328	.944	.046
	Stakeholder_Management	.700	.039	.730	17.913	.000

a. Dependent Variable: Competitiveness

In looking at the relationship between each construct and our predictor variable, we deduce as follows;

H₀₁ Business ethics does not affect competitiveness

From our test of hypothesis, we realized a regression coefficient of 0.169 and a p-value of 0.000 which is less than alpha of 0.05. therefore, we reject the stated null hypothesis.

H₀₂ Corporate citizenship does not affect competitiveness

In hypothesis two we also realized a significant relationship with a regression coefficient of 0.328 and a p-value of 0.04 which is also less than alpha of 0.05. to this end, we also reject the stated null hypothesis.

H₀₃ Stakeholder management does not affect competitiveness

For hypothesis three, we realized a regression coefficient of 0.730 and a p-value of 0.000, less than alpha of 0.05. We also reject the stated null hypothesis.

In testing the effects of our predictor variables on our criterion variable, we realized that our strongest effect was initiated by stakeholder management while our weakest relationship exists within our second hypothesis with corporate citizenship. This means that organizations would have to encourage its members on the importance of citizenship behavior so as to ensure that every worker is at the top of his game at the right place and the right time. When citizenship behavior sets in, it would improve the value of competitiveness.

Conclusion and Recommendations

From the above findings, it is evident that CSR is a lifeline for business organizations to outperform their rivals. The practice of CSR confers diverse advantages to firms in relation to their performance and overall sustainability. Therefore, the following recommendations are proffered;

- i. Business organizations should establish whistle blower policies, to help in reinforcing corporate ethical behaviors.
- ii. Business organizations should carefully identify its key stakeholders and proceed a step further to synchronize the expectations of their stakeholders with the aspirations of the firm.
- iii. Business organizations should consider themselves as corporate citizens of the geographical locations their business operations are situated. Accordingly, they should act responsibly and conduct their operations in a sustainable manner.

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