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Financial Reward and Workers Harmony of Construction Firms in Port Harcourt

Okafor Obinna¹, Dr. K.T Konya² and Dr. John Mark³

¹Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria | Email: obikecee81@gmail.com

²Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

³Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria | Email: John.mark@ust.edu.ng

Abstract: *The purpose of this study was to examine the relationship between the financial reward and workers harmony in construction firms in Port Harcourt. The study adopted cross-sectional survey research design. The target population of the study is 439 which constitute twelve (12) selected construction companies in Port Harcourt. Data for the study was collected through structured questionnaire. The Five (5) point Likert scale was used to measure responses from the respondents. Data was analyzed using mean and standard deviations with charts to display the study variables, while inferential statistics such as the Spearman rank order correlation coefficient statistics technique was used to test the hypotheses with the aid of statistical package for social science version 23.0 for the purposes of examining the nature and proposed associations. The results of the study showed that there was a positive and significant relationship between financial reward and workers harmony. Consequently, the study recommends the following: Structured process for financial reward increase should be collectively agreed and the terms and conditions under which it will be possible well spelt out. Employees' salaries should reflect the prevailing economic and market realities in the economy to avoid strike actions, grievances and other practices inimical to the business. Incentive programs should be based on individual performance and business/goal driven.*

Keywords: *Competitive Reward Strategies, Financial Reward, Non-Financial Reward, Workers Harmony, low Grievance, Absence of Strike*

INTRODUCTION

In modern and intense competitive environment, firms have focused attention to human resources as source for sustained competitive advantage. Firms tend to attract, employ, motivate and keep skilled and competent employees; this helps in achieving organizational objectives. In view of Armstrong (2006), the philosophy of treating employees as economic man is out of model, and does not have a serious recognition in the contemporary management orientation.

Every employee comes into an organization with a view to achieving personal objectives alongside that of the organization. He views organization as a platform that will give him the opportunity to showcase itself in terms of his contributions to the organization and to mankind. If such contributions are recognized and rewarded that he gets motivated to reinforce his effort. In order for employees to increased and maintained performance, organizational management should adequately motivate its workforce (Skinner, 1953). To achieve this, Management is to

evolve and deploy competitive reward strategies that are effective at motivating the organization's workforce. Organizations that pay competitive salary, high incentives and enhanced benefits may be adjudged as people oriented, in which case, the management perceives human elements as important factor to organizational goal achievements. However, resource availability is a key factor at determining what can be allocated as reward by organizations. Effective motivations of employees will serve as a panacea to elicit their commitment in securing industrial tranquillity which invariably will lead to the attainment of organizations overall performance. On the other hand, where there is no enabling environment for employees to achieve personal goals and objectives, they will set to cultivate and deploy attitudes that will mitigate their work or that of organizations they work for (Lunenburg, 2011).

Decisions on formulation and delivery of effective and sustainable financial reward have become important for organizations in view of the prevailing dynamic and competitive business environment. Developing and delivering reward programs that specifically align reward mechanisms with organizational goals/objectives are challenges facing many organizations. To this end, Armstrong (2009) stresses the importance of human resources plans and strategies to be developed within the context of the organizations objectives. In the same way, to develop and deploy reward programs that specifically bring sustainable peace between employees and the management is crucial to construction firms in Port Harcourt. This research work was undertaken to examine specifically how financial reward as Human Resources practice contribute to workers harmony amongst the construction firms in Port Harcourt.

Conceptual Framework

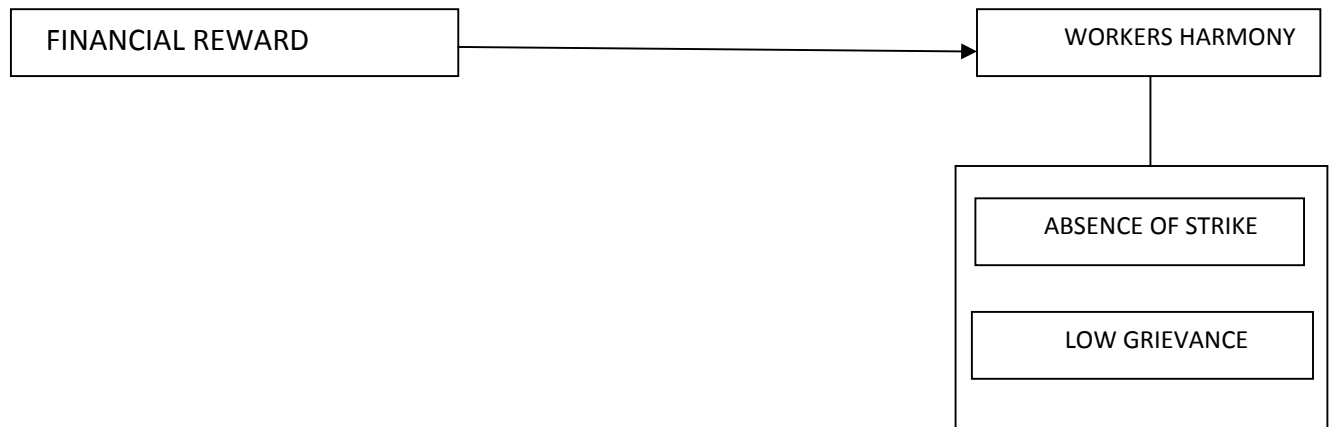


Fig.1: (Adopted from Payam Gohari (2013), Armstrong (2002), Serena Aktar (2012) and Nkiinebari, N.P. (2014)

The general objective of this study is to examine the extent to which Financial Reward influences workers harmony. While the specific purpose covers the following:

1. To examine the extent to which Financial Reward influence Absence of Strike in construction firms.

2. To examine the extent to which Financial Reward influence low grievance in construction firms.

Based on the statement of the problem and purpose of the study above, the following research questions were formulated:

1. What is the relationship between Financial Reward and Absence of Strike in construction firms in Port Harcourt?

2. What is the relationship between Financial Reward and Low Grievance in construction firms in Port Harcourt?

LITERATURE REVIEW

Financial Reward

A wage premium may enhance productivity by improving nutrition, boosting morale, encouraging greater commitment to firm goals, reducing quits and the disruption caused by turnover, attracting higher quality workers and inspiring workers to put forth greater effort (Goldsmith, Veum & Darity, 2000). As a result, people are attracted to well-paying jobs, extend extra effort to perform the activities that bring them more pay, and become agitated if their pay is threatened or decreased (Stajkovic & Luthans 2001). Financial rewards are used to show that the company is serious about valuing team contributions to quality. The monetary rewards consist of a cash bonus allocated to each team member. The team bonus would be given separately from the salary. On the other hand, such rewards must be used in ways that avoid destroying employees' intrinsic motivation to do their job.

The need for continuous improvement requires employees to be innovators; devising novel solutions that improve a work process or that delight the customer. The use of extrinsic financial rewards that are tightly linked to performance may teach organizational members to become money hungry and undermine their intrinsic interest in the work itself (Balkin & Dolan 1997). It is usually a variable compensation separated from the salary. It is received as a consequence for extra ordinary performance or as an encouragement and it be either individually based or group based. The conditions to obtain this reward should be set in advance and the performance needs to be measurable. For a compensation system to be ideally motivational the reward should satisfy a number of criteria: It should have value, should be large enough to have some impact, should be understandable, be timely, the effect should be durable, and should also be cost efficient (Lawler, 2003).

Salary

Salary is a fixed remuneration paid to non-manual employees which they receive on monthly bases for job performance. Salary is different from wage. Wage is payment to manual workers on hourly, daily or weekly bases contingent on their output. Salaries have secured and guaranteed tendencies and are actually calculated on annual lump sum but paid majorly on 12 month installment. Phillips and Gully (2012) declared the competitive salary over time has been adjudged as a means of attracting and retaining employees. Still on the importance of pay,

Mohlala Goldman and Goosen (2012) found out from their study on south African perspective, that monetary rewards in their system negatively affected their ability to retain high profile employee. On the other hand Cannel and Wood (1992) postulated a divergent option when he argued that things are changing in the recent times with regards to how workers are paid stressing that non-manual workers are increasingly being paid according to their performance-based pay or person –based pay. Performance- based pay system stipulates that employees' progression and salary increase should be contingent upon individual performance. While person-related or seniority based pay system put to considerations things like age, qualifications, seniority knowledge etc. Williamson (1975) also discussed seniority based hinged on length of service amounting to improved knowledge and experience and consequently details involved in enumerating and measuring individual contracts on performance basis

Workers Harmony

Industrial amicability alludes to a situation of peace in relative sense in any industrial organization, which includes; nonappearance of strikes, and doubt among work gatherings or unions, tranquil relationship amongst unions and administration of the organization, and additionally representative positive view of his or her commitment as member not as subject inside the organization. Industrial harmony is an exceptionally basic element of organizational profitability and execution. Industrial agreement in its optimal structure, presupposes an industry in a state of relative balance where relationship amongst people as well as gatherings are heartfelt and profitable. Sayles and Strauss (1981) noticed that with the unavoidable contrasts among gatherings inside an organization, struggle and varying destinations saturate cutting edge organizations. This kind of contention keeps the presence of industrial agreement which mirrors a condition of authoritative shakiness (Sayles and Strauss, 1981). Furthermore, as Hanson (1972) noted, industrial agreement speaks to nonappearance of conflict by industrial unions which will undoubtedly bring about viable and proficient organization.

Strike

Ivancevich (2007) documented that strike is an effort by employee to withhold work so that the employer will make greater concessions at the bargaining table. It is opined that it is a major bargaining weapon used by the labour union. It is varied from economic strike where the employees stop work until the demand for better condition of employment is met to sit-down strike where employee strike but remain at work place. Armstrong (2004) asserted that strikes are most politically charged of all the features of industrial relation. "Strikes are too often a weapon of first rather than last resort. However, labour unions have recognized that a strike is a legitimate last resort if all else fails" Armstrong (2004). Shokan (1997) sees strike as a temporary stoppage of work aimed at forcing the employers to accept employees demand. Strike is seen as Collective organized, cessation or slowdown of work by employees, to force acceptance of their demands by the employer. The legality of the strike action requires: approval by the majority of employees by ballot; independent verification to ascertain the majority support the vote; the notice of impending strike must be given to employer in advance; the employer must be provided with the result of the ballot; final notice to embark on the strike must be issued to the employer (Business dictionary, 2015). International Labour Organisation (2011) posits that strike is the most visible and controversial form of collective action in the event of a labour dispute and is often seen as the last resort of workers' organizations in pursuit of their demands. Section 2(q) of

the Industrial Dispute Act defines strike as cessation of work by a body of persons employed in any industry acting in combination; a concerted refusal or a refusal under a common understanding of any number of persons who are or have been so employed to continue to work or to accept employment (Saharay, 2013).

Grievance

Grievance manifests in employment relations when employees or union perceive ill- treatment or violation of terms of contract agreement by employers (Bemmels &Foley, 1996). Grievance relates to a feeling that infringement has occurred in contract relationship. In such instance, three options are available for employees. These include: the worker may choose Not to report grievance officially, in which case, he wallows in his pains and frustration; or quit the job; or courageously report his grievance officially following an official laid down procedure in defiance of any consequence (Pettersson & Lewin, 2000). Hirschman (1970) postulated „exit, voice and loyalty“ theory. The crux of this theory is that the tendency for an employee who officially reported grievance to get positive response or management retaliation in terms of job relieve is predicated on his loyalty or importance and the criticality of his job to the organization. What this means is that an employee who feels his job is not critical to his employer may be constrained from initiating grievance filing even when unfair treatment is present. In a unionized workplace, grievance procedure serves as official platform for aggrieved employees to report perceived unfair treatment and seek redress. The procedure outlines steps and stages which should be followed in order to effectively manage conflicts (Colvin 2003; Lewin, 2005).

In line with the above theoretical assertions, the following hypotheses are put forward:

H₀₁. There is no significant relationship between financial reward and absence of strike in construction firms.

H₀₂. There is no significant relationship between financial reward and low grievance in construction firms.

METHODOLOGY

The quasi-experimental design was adopted in this study. Quasi-experimental design were used because the variables which are the respondents are not under the control of the researcher. Cross-sectional surveys were used to facilitate the gathering of data considered appropriate for quantitative or statistical analysis. In this study, the target population consisted of employees from construction companies in Port Harcourt. The total population adopted for the study is 439 derived from the number of employees being represented by all the companies under survey.

The Total Number of Construction Companies in Port Harcourt was fifty -two (52) (Ministry of Works); out of this number only Twelve (12) are fully operational(that is delivering jobs independently) The sample size of the study is 209 drawn from the total population of 439 using the Taro Yemen formula for sample determination. Primary data was the focus in this study. A structured questionnaire was used to gather or collect the primary data for this study from the workers in the selected construction companies. The structured questionnaire was personally

administered to the target construction companies and retrieved. However, the actual number of participants considered for the study after excluding invalid copies was 162.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The correlation analysis comprised of the tests for the relationship between financial reward and the measures of workers harmony. The hypothetical assessments and verification are carried out at a 95% confidence interval, which implies a 0.05 level of significance. The bivariate relationships are tested using the Spearman's rank order correlation coefficient with the $P < 0.05$ criterion adopted as indication of significant associations and as such a rejection of the null hypotheses of no significant relationship, while the $P > 0.05$ is adopted as the criterion for insignificant associations and as such an acceptance of the null hypotheses.

Relationship between Financial Reward and the Measures of Workers' Harmony

Table 1: Correlations Matrix for Financial Reward and Measures of Workers' Harmony

			Financial Reward	Absence of Strike	Low Grievance
Spearman's rho	Financial Reward	Correlation Coefficient	1.000	.754**	.939**
		Sig. (2-tailed)	.	.000	.000
		N	162	162	162
	Absence of Strike	Correlation Coefficient	.754**	1.000	.725**
		Sig. (2-tailed)	.000	.	.000
		N	162	162	162
	Low Grievance	Correlation Coefficient	.939**	.725**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	162	162	162

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

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

Table 3. Illustrates the test for the first two previously postulated bivariate hypothetical statements. The results show that:

H₀₁: There is no significant relationship between Financial Reward and absence of strike in construction firms.

The correlation coefficient (r) shows that there is a significant and positive relationship between Financial Reward and absence of strike. The ρ value 0.754 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 influence between Financial Reward and absence of strike in construction firms.

Ho₂: *There is no significant relationship between Financial Reward and low grievance in construction firms.*

The correlation coefficient (r) shows that there is a significant and positive relationship between Financial Reward and low grievance. The *rho* value 0.939 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 influence between Financial Reward and low grievance in construction firms.

Discussion of Findings

This study using descriptive and inferential statistical methods investigated the relationship between Financial Reward and Workers' Harmony amongst the construction firms in Port Harcourt. The findings revealed a significant positive relationship between Financial Reward and Workers' Harmony amongst the construction firms in Port Harcourt using the Spearman Rank Order Correlation Coefficient tool and at a 95% confidence interval. The findings of this study confirmed that Financial Reward have a positive effect on Workers' Harmony amongst the construction firms in Port Harcourt.

The test of hypotheses one and two in table (4.16) shows that there is a significant positive relationship between financial reward and each of the measures of Workers' Harmony. The positive values of (0.754 and 0.939) show the strength of the relationships between the variables. The P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a significant and positive relationship exists between financial reward and absence of strike and low grievance. Hence, the null hypotheses were hereby rejected. This implies that financial rewards of workers in construction firms in Port Harcourt will bring about better harmony. This agrees with the work proposed by Armstrong and Murlis (1994) assert that financial rewards or physical cash payments which employees receive come in form of salary, performance pay, competency pay and profit sharing to workers. Goldman and Goosen (2012) found out from their study on south African perspective, that monetary rewards in their system negatively affected their ability to retain high profile employee. From the analysis carried out and the results obtained, a significant positive relationship between financial reward and workers harmony was established. Financial rewards were found to have strong motivation on employees which is a prerequisite for a harmonious relationship between the employees and the managements within the industry. We therefore conclude that Financial Reward as a Human Resources practice is critical in entrenching and sustaining workers harmony in construction industry.

CONCLUSION AND RECOMMENDATIONS

Based on the findings obtained from summary of discussion and empirical findings we conclude thus:

Financial reward significantly influences absence of strike amongst construction firms in Port Harcourt.

Financial reward significantly influences low grievance amongst construction firms in Port Harcourt.

Based on the discussion and conclusion above, the following recommendations were hereby made:

The significant positive association between financial reward and workers harmony is a pointer to the fact that management and the Human Resources practitioners in construction firms in Port Harcourt should resolve to increase employee's salaries regularly. The salaries being offered to employees should reflect the economic and market realities in the economy. This is achievable if the management decides to adopt yearly upward reviews of employees' salaries and inculcate it as part of their collective bargaining agreement. Furthermore, this will bring expectancy theory to bear in the management — employees relations. It will resonate to a situation whereby because employees are expecting from management a yearly salary increment to the pre-agreed negotiated percentage, they will be constrained to avoid any conduct that could deprive them of the increment. Incentive program which should include cash and non-cash incentives should be institutionalized and well communicated to employees by the management of construction firms operating in Port Harcourt. The conditions under which any one can become a beneficiary should also be clearly stated. Incentive programs should be based on individual performance so that those who work hard will receive commiserate reward for their hard work and commitment. This, no doubt will introduce healthy competition amongst the workers. Employees, who earned incentive payment whether it is in cash or non-cash form such as recognition, awards of organization's plaque should be celebrated, publicized in order to encourage them and spur non-performers to action.

Finally, the management and human resources practitioners in construction firms in Port Harcourt should learn to abide by the terms and conditions as contained in the collective bargaining agreement which regulates their relationship with workers as well as maintain their employment conditions which they offer to workers at the point of hiring them.

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Team Development and Organizational Performance of Deposit Money Banks in Port Harcourt, Rivers State

Barine Jepther and Dr. A. O. Oparanma

Department of Management, Faculty of Management Sciences, Rivers, State University,
Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study investigated the relationship between team development and organizational performance of Deposit Money Banks in Port Harcourt, Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated using structured questionnaire administered to 80 respondents (sample size) from a population size of 90 employees in the regional office of the banks. These comprised of the Managers and Assistant managers from the deposit money banks in Port Harcourt. 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. The findings revealed that there is a significant relationship between team development and organizational performance of Deposit Money Banks in Port Harcourt, Rivers State. The study concludes that team development is critical for organizational performance of Deposit Money Banks in Port Harcourt. The study recommends that management of Deposit Money Banks should formulate and adopt policies that support team efforts inside the organization because in this way overall organizational productivity and effectiveness can be enhanced. Team work and development activities are highly recommended for improved performance.*

Keywords: *Team, Development, Organizational Productivity, Efficiency and Effectiveness*

INTRODUCTION

Banking organizations comprise of individuals who come to the work place with a view to providing services in return for commensurate reward. Those individuals do believe that work will enable them have these things they need which they cannot provide for themselves. Another set of people that make up organization are managers known as management. These are individuals who are entrusted with the responsibility of running the organization with a view to achieving profit for the owners. Therefore, the owners of organizations hold management accountable for the operations of their organization (Saale, 2003).

Organizations therefore embody management and employees who work together towards the attainment of corporate goals. While the pursuit of corporate goals is underlying, each of the groups strive to maximize their personal needs. Under normal circumstances, the relationship between these two groups is supposed to be in constant harmony. Ironically, this will mean a state of lack of innovation and stagnation. The performance of any organization is dependent on the workforce and management. However, the desire to achieve this goals is predominated by several factors which most times are beyond has been one of the most important objectives for

several organizations. For instance, higher performance leads to favorable economic growth, large profitability and better social progress (Sharma & Sharma, 2014). In the quest to achieve the organizational goals, employees who are more productive can obtain better wages/ salaries, better working conditions, and favorable employment opportunities. Moreover, higher performance tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Wright, 2004). All of these benefits have made organizational performance worthy of attention. It is important to note that performance is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services. However, managers of organization face challenges from various sectors in the economy, business environment and the human resources in the organization.

Friedman (2012) identified that the most difficult assets which managers faces in today's contemporary organization is employees. He sees the employees as those who have diverse views and aspirations in the organization and in the desire to achieve them, they form groups and teams which are not always formal (Handy, 2000). Stein (2012) opined that teams are developed out of groups which exist in the organization in an informal setting. In the quest of these groups to achieve their group aims and objectives, they are developed in teams which impacts most times affect the organizations performance. Greatman (2013) identified that the teams provides strategies that enhances easy communication among their members and makes them cohesive to the decisions of the organization which relatively affect the efficiency and effectiveness of the organization.

Statement of the Problem

The success or failure of business organizations depends to some extents on the human resources approaches put in place by the organization on managing the interest of employees and subordinates towards their conflicting interest with the organization. It is necessary that management provide strategies and means that will accommodate groups and teams in its organizational activities to enhance performance. The inability of management to recognize the existence of this groups and teams in the organization has created several problems like disloyalty of workers, lack of commitment and conflict among employers and subordinates in the workplace. Every organization, either large or small, struggles to acquire productivity so as to achieve success and maintain a valuable image in this present world of organizational competitions and it is the wish of organizations to see the input they use (resources) and the output (goods and services produced) they have at the end. Organizations in balancing this position have provided avenue to ensure that the effectiveness of teamwork lies on certain performance inputs of employees working as a group; good communication,. Based on this prevailing conditions, there is need to further examine the influence of team development strategy and organizational productivity using good communication as its dimension.

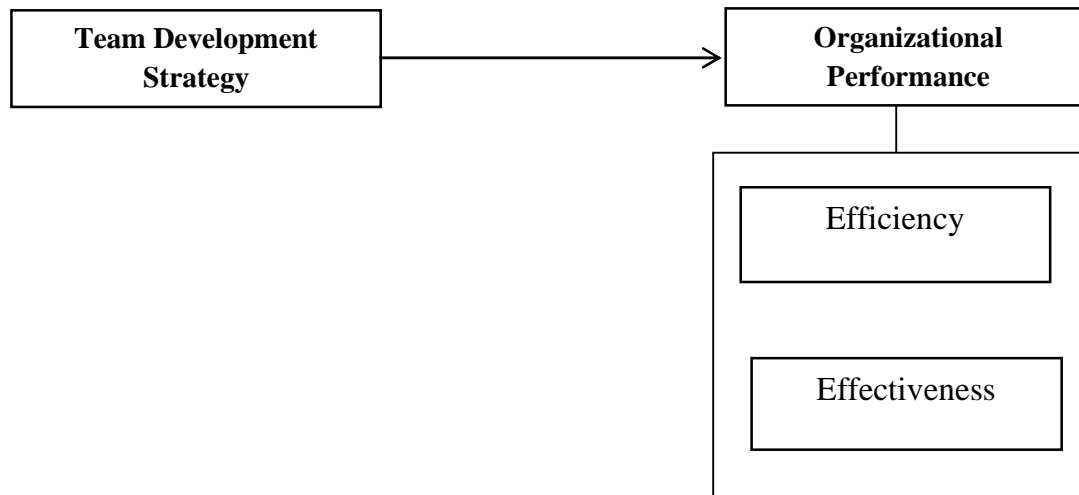


Figure 1.1: Conceptual framework of team development communication strategy and organization performance.

Research Questions

This study provided answers to the following research questions:

- i. What is the relationship between team development and efficiency of Deposit Money banks in Port Harcourt?
- ii. What is the relationship between team development and effectiveness of Deposit Money banks in Port Harcourt?

Research Hypotheses

The following provisional hypotheses are provided by the researcher in line with the objectives and research questions as guide to the study.

- H₀₁: There is no significant relationship between team development and efficiency of Deposit Money Banks in Port Harcourt.
- H₀₂: There is no significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt.

LITERATURE REVIEW

Team Development

Amah & Gabriel (2017) defined team as a group of people who work intensely together to achieve a specific common goal, a group of people with different skills and different tasks, who work together on a common project, service, or goal, with a meshing of functions and mutual support. A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals. A team is a group of people who work interdependently to solve problems or accomplish tasks for which they were setup for. Teamwork is one of the most important ways of employee involvement. Teamwork is an effective way of reducing organizational hierarchy and bringing diverse level of knowledge from employees of same or different level to help an organization generate needful diverse knowledge.

Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013). Teams depend on the performance of individual members to do great works. Team performance depends on individual member's effort and collective work products (Earley, 1993).

Baridam (2002) opines that work teams are powerful forces in organizational context, because their interactions and association can create difference between success and failure in achieving objectives. He further explained that if work teams are supportive, they will aid management to achieve set objectives with least amount of resistance. On the other hand, if work teams are hostile or if informal leaders of the work teams and the officially assigned foremen or managers are rivals for the loyalty of the work teams, problems are likely to arise, (Baridam, 2002). The implication here, for managers of organization if they must achieve their desired organizational productivity is that they should be constructive and objective in handling both work teams and their leaders officially assigned foremen in their organizations.

Pigors & Myers (2005) assert that by teamwork it implies the easily synchronized and effectively coordinated action that is characteristic of a strongly joint action group. He pointed out that the requisites for teamwork are shared objectives, which every team member has strong commitment to, a relatively small number of persons, to allow common understanding among all members; ability of every member to contribute to the common goal; nearness and recurrent opportunities for informal one on one communication to enable all members keep track of one another's changing per personalities and cumulative knowledge and be capable to plan and as well assess.

Concept of Organizational Performance

Organizational performance according to Daft (2011) is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft, Richardo (2007) defined organizational performance as the ability of the organization to achieve its goals and objectives. Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. Hefferman and Flood (2010) stated that as a concept in modern management, organizational performance 'suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of management. Ricardo (2012) argued that performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Hence, from the above literature review, the term performance should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Ricardo, 2007).

Organizations performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an organization's performance (Nwachukwu, 2009). Ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of an organization's beneficial impact on a target group.

According to (Olaniyi, 2011) organizational performance is assessed in order to improve the organization's performance. This according to him is a helpful procedure as, by conducting

regular assessments of the recent performance of the company, the organization can be aware of the growth of the company towards the goal of the organization. The main aim behind the improvement of an organizational performance is to be assured that the company designs its processes well. It is also required by the organization to be able to monitor, analyze and enhance its performance, to be able to improve outcomes, systematically. It includes the measurement of the functioning of processes that are important for the organization. It also measures the services and the changes that have been identified and indicated, to enhance the overall organization & performance (Anele, 2004). It incorporates various methods, within its strategies. A number of major movements and methods can be used to increase the organizational performance. Any or all of these movements or approaches can help in the improvement of the organizational performance. Yet, the success of these approaches depends on their comprehensive implementations. They would prove to be helpful only if their focus remains on the results of the organization. One among these important approaches is knowledge management. This procedure focuses on the management and collection of critical knowledge in a company, in order to increase the capacity of the company, and thus achieve the desired results. It is often inclusive of an extensive use of computers.

Efficiency as a Measure of Organizational Performance

Efficiency in general describes the extent to which time or effort is well used by an organization for intended task or purpose Baridam (2006). It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense or unnecessary effort. Efficiency has widely varying meanings in different disciplines (Onuoha, 2011). According to Onuoha (2011) organizations must be able not only to provide exceptional services but also to provide them within an appropriate cost structure. Performance is increasingly judged by the efficiency of the organization (for example, the cost per service, the number of outputs per employee, the number of outputs per person per year, the average value of grants per person). Whatever the overall size of the unit, performing organizations are viewed as those that provide good value for the money in both quantitative and qualitative terms. Note that the term efficient is very much confused and misused with the term effective. In general, efficiency is a measurable concept, quantitatively determined by the ratio of output to input. Compare to effectiveness, which is a vague, non-quantitative concept, mainly concerned with achieving objectives Adeyeye, (2008).

In several of these cases, efficiency can according to Adeyeye, be expressed as percentage of what ideally could be expected, hence with 100% as ideal case. This does not always apply, not when in all cases where efficiency can be assigned a numerical value, e.g. Lot for specific impulse. An organization can be efficient in the use of its human, financial and physical resources, when staff members are used by the organization to the best of their abilities; maximal use is made of physical facilities, funding's and equipment etc. Optimal use is made of financial resources, the administrative system provides good value for cost, high-quality administrative systems are in place (financial, human resources, program, strategy, etc.) to support the efficiency of the organization, and benchmark, and comparisons are made of the progress achieved in the organization. More so, these factors indicate the efficiency of an organization; coster program, cost per client served, cost-benefit of programs, output per staff employee absenteeism and turnover rates, program-completion rates, overhead total program

cost frequency of system breakdowns and timeliness of service delivery.

Many companies' returns are under pressure, this makes it important that employee carryout the correct tasks (effective) in the right way (efficient). By working efficiently, more can be produced with the same amount of input (resources) Mitchell, (2008), achieving more for lower costs, a higher return and less pressure (Taylor, 2010; Cronin, 2012 & Mangold, 2013). Efficiency means doing things in the right way. Two sorts of efficiency are often referred to namely; static efficiency and dynamic efficiency. Static efficiency relates to refining existing products, processes or opportunities as well as making improvements within existing conditions. While dynamic efficiency refers to the continuous development of new products, processes or opportunities so that profitability improves (Onuoha, 2006).

Effectiveness as a Measure of Organizational Performance

Effectiveness refers to how effective an organization is with respect to cost of operation in achieving the outcome that it intend to produce. The idea of organization and effectiveness is especially important for non-profit organizations as most people who donate money to nonprofit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals. According to Ibanichuka (2012), the degrees to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and whereas efficiency means doing the thing right, effectiveness means doing the right thing.

According to Richard and Morgan (2009), organization effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relates to consideration that are broader than those simply associated with economic valuation (either by shareholders, managers or customers), such as corporate social responsibility. Organization effectiveness is also dependent on its communicative competence and ethics. The relationships between these three are simultaneous. Ethics is a foundation found within organizational effectiveness. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals. Organizational effectiveness is an abstract concept and is basically impossible to measure. Instead of measuring organizational effectiveness, the organization determines proxy measures which will be used to represent effectiveness. Proxy measures used may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies. The term organizational effectiveness is often used interchangeably with organizational development, especially when used as the name of a department or a part of the human resources function within an organization.

Team Development and Organizational Performance

In this age of increased competition, managers are familiar with the impact of teamwork now than they knew before. Teams can upgrade the productivity of individuals through collaboration. Employees who are operational in teams become the standard for the organization (Alie, *et al.*, 1998). It is the means of improving man-power utilization and potentially raising performance of individuals. With help from upper level management, an employee works confidently in team and increases productivity of the organization. In this era, in the new business world, managers

are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that an employee working within a team can produce more output as compared to an individual (Jones, Richard, Paul, Sloane & Peter, 2007). According to Bailey (1999) an employee team is a group of persons who are dependent in the activities they play and who share responsibility for the outcomes. Team's enables people to work together, improving personal skills and provide constructive feedback without any interference between individuals (Jones *et al.*, 2007). Teamwork is a lubricant to smoothen the running of an organization.

METHODOLOGY

As a quasi-experimental study, the cross-sectional survey design was adopted. The data for the study was generated using structured questionnaire administered to 80 respondents (sample size) from a population size of 90 employees in the regional office of Deposit Money Banks in Port Harcourt. These comprises of the Managers and Assistant managers from the 18 deposit money banks in Port Harcourt. 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

Table 1: Correlation Result of Communication and Efficiency

		Team Develop ment	Efficiency
Team Development	Correlation Coefficient	1.000	.744**
	Sig. (2-tailed)	.	.000
	N	80	80
Efficiency	Correlation Coefficient	.744**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

Source: SPSS Output

Ho₁: There is no significant relationship between team development and efficiency of Deposit Money Banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between team development and efficiency. The *rho* value 0.744 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a 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 team development and efficiency of Deposit Money Banks in Port Harcourt.

Table 2: Correlation Result of Communication and Effectiveness

		Team Develop ment	Effectiveness
Team Development	Correlation Coefficient	1.000	.857**
	Sig. (2-tailed)	.	.000
	N	80	80
Effectiveness	Correlation Coefficient	.857**	1.000
	Sig. (2-tailed)	.000	.
	N	80	80

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

Ho₂: There is no significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between team development and efficiency. The *rho* value 0.857 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a 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 team development and effectiveness of Deposit Money Banks in Port Harcourt.

DISCUSSION OF FINDINGS

The study finding revealed that there is a significant relationship between team development and effectiveness of Deposit Money Banks in Port Harcourt. This finding agrees with Alie *et al.*, (1998) that teams can upgrade the productivity of individuals through collaboration. Employees who are operational in teams become the standard for the organization. It is the means of improving man-power utilization and potentially raising performance of individuals. With help from upper level management, an employee works confidently in team and increases productivity of the organization. In this era, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that an employee working within a team can produce more output as compared to an individual (Jones, Richard, Paul, Sloane & Peter, 2007). According to Bailey (1999) an employee team is a group of persons who are dependent in the activities they play and who share responsibility for the outcomes. Team's enables people to work together, improving personal skills and provide constructive feedback without any interference between individuals (Jones *et al.*, 2007). Teamwork is a lubricant to smoothen the running of an organization.

CONCLUSION AND RECOMMENDATIONS

The study based on the empirical findings concludes that team development significantly impacts on the organizational performance of Deposit Money Banks in Port Harcourt. Thus, the study asserts that team development strategy dimensions such as communication significantly influence organizational performance and thereby explain the manifestations of efficiency and effectiveness in the banks.

The study recommends that management of Deposit Money Banks should formulate and adopt policies that support team efforts inside the organization because in this way overall organizational productivity and effectiveness can be enhanced. Team work and development activities are highly recommended for improved performance.

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Strike Action and Trade Union Objectives of Oil and Gas Servicing Companies Operating in Port Harcourt, Rivers State, Nigeria

George Soye Siyeofori and Dr. Chris Biriowu

Department of Management, Faculty of Management Sciences, Rivers State University,
Nkpolu- Oroworukwo, P.M.B. 5080, Port Harcourt, Nigeria

Abstract: *This study examined the relationship between strike action and trade union objectives of oil and gas servicing companies in Port Harcourt, Rivers State, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population was made up of 100 employees from 4 selected oil servicing companies in Port Harcourt and the Taro Yamane's formula was used to determine the sample size. From the population, the corresponding sample size at 5% margin was 80. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that strike action significantly influences trade union objectives of oil and gas servicing companies in Port Harcourt, Rivers State, Nigeria. The result of the findings further revealed that strike action positively enhanced economic objectives, security objectives and social recognition objectives of oil and gas servicing companies in Port Harcourt, Rivers State, Nigeria. The study recommends that management of oil and gas companies should endeavor to keep to their own bargain of the terms of work with the employees as strike actions can affect the income generated by the organization and a breakdown in the general objective of the company at large. The management should also ensure they build a proper relationship with their employees, so that in times where they cannot meet up to their own part of the bargain or failing to pay or compensate the workers in any way, the employees will be considerate enough to wait patiently*

Keywords: *Strike Action, Economic Objective, Social Recognition, Security Objective Trade Union Objectives*

INTRODUCTION

Strike action which is one of the indicators of industrial action or labour strike, it happens when workers boycott work. It is as a result of employee dissatisfaction that strike was adopted by workers at the advent of large scale industrial complexes and factories at the start of the industrial revolution, those who owned and established large scale industries held more power, though a reasonable amount of first world countries permitted various forms of industrial action during the end of the 19th and 20th century. Noyelu (2008) contends that strike became a method that employees adopted to ensure that government and owners of the means of production put in place favourable policies to the workers as failure to do that might lead to resistance and eventual destabilization of the work environment.

According to Ewurum (1996) since strike actions are the most important aspect of conflict within an industry, it can be difficult to also differentiate strike from other forms of expression of

dissatisfaction. It is imperative to see all actions as part and parcel of conflict within an industrial space as there is no way to state clearly the form of industrial action to be adopted by grieving workers ,according to Kolade(1981) whenever there is strike or any other form of industrial action man hours are lost. For instance ,in January 2012 the two major trade unions in Nigeria (the trade union congress and Nigeria Labour congress) organized its members for an all out shut down and protest against the abrupt removal of fuel subsidy which resulted in the increase of pump price of petrol from N65 to N145 per litre.

This strike destabilized the economy of the country. Trade at the stock exchange slumped to about 82 percent, flights within the domestic wings of airports stalled and despite it all, fuel subsidy was not returned and petrol price remained at N145. Every economic activity was grounded as a result, all banking operations fell drastically to a point of forced early closing hours and shut downs, the stock exchange managed to remain open but had so many bad deals as the entire nation was in disarray.

It is in against this backdrop that the research will explore union aims and objectives and how strike and other forms of industrial actions are used to achieve them. It seeks to review policies of management and how work place cooperation can be enthroned.

This study was guided by the following research questions:

- i. What is the relationship between strike action and the economic objectives of oil and gas servicing companies operating in Port Harcourt, Rivers State?
- ii. What is the relationship between strike action and the job security objectives of oil and gas servicing companies operating in Port Harcourt, Rivers State?
- iii. What is the relationship between strike action and the social/ recognition objectives of oil and gas servicing companies operating in Port Harcourt, Rivers State?

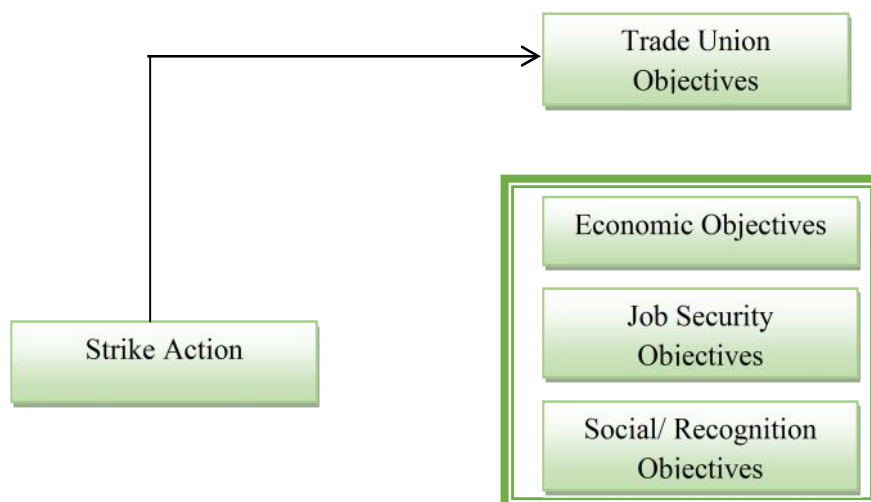


Fig.1: Conceptual Framework for the relationship between strike action and trade union objectives

Source: Author's Desk Research, 2020

LITERATURE REVIEW

Theoretical Foundation

Conflict Theory

Conflict theory which has been used to explain a wide range of social phenomena, including wars and revolutions, wealth and discrimination best explains disagreements between parties in industrial relations. For Sharp (2005) who embraced the works of Karl Marx (1818 – 1883), the central idea of conflict theory is driven by class conflict being that society is made up of individuals who compete for limited resources, competition over scarce resource is at the heart of all social relationships. Competition, rather than consensus, is characteristics of human relationship. Broader social structures and organizations reflect the competition for resources and the inherent inequality competition entails.

Some individuals and organizations have more resources (i.e power and influences), and use those resources to maintain their positions of power. Sears (2008) opined that societies are defined by inequality that produces conflict rather than order and consensus, thus conflict is based on inequality and can only be overcome through fundamental transformation of existing relations in the society and its product of new social relations.

He noted that human potential (e.g capacity of creativity) is suppressed by conditions of exploitation and oppression, which are necessary in any society with unequal division of labour. Human potential explains the relationship between the two main parties of industrial relations, that is management and trade union, the interaction between these two parties brings about agreement and disagreement and often times conflict. This is as a result of both actors have diverging views. For Mills (1982) who has been called the founder of modern conflict theory social structures are created through conflict, one important factor to bear in mind is that conflict is unavoidable in any industrial relations system that is made up of groups that are antagonistic for Kolade (1981), conflict within work situation may arise over the nature of task value and rate of remuneration, and also conflict may manifest in the form of peace bargaining and grievance, handing of boycotts or restriction of output.

Strike Action

According to Fashoyin (2014) the unpalatable side of industrial relations and one which the public often associates unions with is strike. The strike indicates a breakdown of cordial relationship between labour and management and is usually one aspect of industrial relations that invites the most negative commentary. However for Okene(2008) strike action, distasteful as it is performs various useful functions for the two sides of industry. When a union calls out its members on strike, it is in the belief that the strike will exert pressure on the employer to take desired action, such as conceding to a demand for improvement in terms of employment, or ameliorating an unsatisfactory working condition. All strike, fit into this description.

Most strikes involve attempts by either union or management to change bargaining position of the other party. “When properly used, a strike can force management to concede the demand of the union. It can impose exorbitant costs and thereby induce them to reach agreement. “Apart from the use of strike by the workers to win substantive demands, a strike may be used to effect

changes in structure of bargaining. It may also serve to lower the expectations of the rank and file” (Fashoyin, 2014:175).

Otobo (1981) contends that, in spite of the usefulness of strike option in the union – management relationship, it imposes costs on both sides of industry and the economy as a whole. The cost of strikes to the union and its members represents loss of income to both parties, in addition to social costs which would be incurred during the inevitable image repair processes that such action would impose on them. For Roper (1990) the union and its members agree to incur these costs in order to improve certain terms of employment. On the employers side, the costs of the strike is in terms of lost output and profit, as well as the social stigma it imposes on them. Roper (1990) also argues that for the economy, loss of productivity which affects the gross domestic product, constitutes the most significant loss to the society.

Admittedly, according to Yusufu (1992) not all strikes lead to a loss in productivity. For example, the impact of a strike that is anticipated by management will be reduced if the latter had increased output for storage before the strike action. Similarly, a strike organized during a slump or off season period may only lead to the postponement of production to a future date. In summary the worker who participates in a strike is consciously aware of the consequences of his action. Naturally, his or her primary concern is him or she, he or she is concerned about the economic and social consequences of the strike to him or her. He/she is however, equally aware that his/her action will have an impact on the community. Therefore, the workers’ decision to take part in a strike would be balanced between the eventual gain (or loss) accruing to him/her on one hand and the consequences of the action in the community.

Trade Union Objectives

Trade unions all over the world are known for the function or roles which they perform. The end result of these roles-negotiations, collective bargaining, worker's protection and employee motivation is usually better organization and more productivity. This is so because the trade unions recognize that they stand a better chance when productivity is increasing and the economy is buoyant. The functions of Trade unions are a lead way to which they carry out their objectives. Nnonyelu (2000) opines that trade unions perform three major functions which according to him are:

1. To bargain on behalf of the members for a better wage income and good working conditions in the work situation.
2. To persuade the government to pass or promulgate laws in favour of the working class.
3. To ensure that injustice inflicted on the employee (workers) is brought before an honourable court for fair hearing.

Akpala (1991) highlighted the following as the functions of trade union

- a) Trade union affects the general level of wage in favour of their members in terms of obtaining higher pay.
- b) The union proved to be useful in handling grievance arising from the unsatisfactory elements of the job.

- c) The membership of the union helps counter balance the impersonality and anonymity of the job.
- d) Trade unions represent the interest of various occupational groups.

In shedding light on the functions of trade union or the labour unions William (1974) highlighted the following

1. The union offers the workers protection and status, as opposed to the more complex returns of job satisfaction and livelihood offered by the company.
2. The union helps seniority
3. The union is a restraint on the foreman, especially on a domineering foreman.
4. The union helps in the settlement of grievances
5. The union is a wage instrument.

Taylor et al (1969) opined that the unions perform the following functions;

- Unions advance the general welfare of the community by raising the standard of living of their members.
- Raise their intellectual moral and social conditions and make improvements in their arts.

Gutkind (1995), enumerated the roles or functions of trade unions in industrial relations as follows:

- Welfare of their members: unions advance the welfare of their members by seeking wage increase in the light of raising cost of living and better/improved working conditions. These result in improved services, organizational strength, enhanced fringe benefits, better job security and promotion prospects.
- Industrial peace: seeking co-operation and effective communication between unions and employers or management to ensure industrial harmony. This is the aim of every social partner.
- Democratic processes: union membership based on voluntary interest, engaging in collective bargaining and consultation, taking part in settlement of trade disputes, seeking to participate in decision making on matters of interest to them, both internally within the union and externally in the firm and society.
- Productivity: insisting on humane conditions of work, supporting change, observing terms of collective agreement, protecting workers against physical and other hazards in the industry.

For Roper (1990) the union objectives or goals have been widely debated, what they are, what they should be and sometimes, what they could be given opposing forces in the society.

The aims and objectives of unions vary according to the union's political ideology. For some unions, it is improve work culture and productivity and encouraging private initiative; for some others, it is to change the existing system of production; others to join with the political parties that form the ruling class.

Ananaba(1990) argued that Trade Unions engage in „Negotiation which involves bargaining and settlement reached, depends on the relative bargaining skills of the two parties. Negotiation takes place when two parties meet to reach an agreement. Negotiation could be on convergent process (willing buyer-willing seller situation), where both parties are equally keen to reach a win-win agreement, or on divergent process in which one or both parties aim to win as much as they can from the other while giving away as little as possible.

Negotiation skills are exercised in the process of collective bargaining. Within the process negotiation, bargaining takes place. Negotiation involves four stages: Preparing for negotiation; setting objectives, defining strategy and assembling data; Opening, Bargaining and Closing.

Economic Objectives

For Yusufu (1992) the end results of the function and roles of Trade union leads to -negotiations, collective bargaining, worker's protection and employee motivation is usually results in a better organization and more productivity. This is so because the trade unions recognize that they stand a better chance when productivity is increasing and the economy is buoyant.

To negotiate is to converse with a view to finding terms of agreement. The process of negotiation involves conferring with the hope of reaching agreement without resort to force.

Kolade (1980) argued that economic objective of Trade Unions include seeking for a wage level in favour of their members in terms of obtaining high pay, thus, the union is a wage instrument that gives workers a voice and offers protection in terms of job satisfaction and improved economic livelihood;

Voos (2009) suggests that the objectives of unions typically include:

Raise the wages of employees they represent

- Increase the fringe benefits of those same employees usually by a greater extent than they increase wages.
- Reduce income inequality within the represented firm by reducing differential between low paid and high paid employees, men and women, various racial ethnic groups, younger and older employees and so forth.
- Increase of non-union workers in occupation and industries with substantial union presence as non-union employers move close to union standards.
- Reduce income inequality in the wider society by reducing inequality not only within and between represented firms, but also across entire industries as non-union employer increases compensation to discourage unionization, all of which strengthen the middle class

Reduce employee turnover by lessening the number of quits (voluntary separations)

Job Security Objectives

This is the most important and one of the traditional aims of trade unions. It is aimed at protecting the workers from losing their jobs.

Jobs that always have very strong union presence are usually government and civil services jobs. Jobs in the education, healthcare and law enforcement agencies are said to be secure whereas private sector jobs offer lower job security even with the presence of union. For Murphy (1999) as the labour market becomes more flexible job security will be affected, unions usually ensures that members can cope effectively with any wind of change. According to Tuning (2014), trade unions usually negotiate through collective bargaining a robust due process rights of members in the hiring and firing process, employees get certain amount of leverages and cannot be disengaged without due process. In a case of disagreements the due process rights as posited by Perez (2010) include the

- right to have a union representative present where hearings and investigation as it concerns their employment status are done.
- make all disciplinary actions to be formal through hearings for it to be seen as fair.
- remain on paid leave until the every issue is resolved.

In all trade union plays a key role in guaranteeing employment security, making sure the rights and privileges of its members are secured and thus, protected against undue disengagement by employers.

Social and Recognition Objectives

According to Honneth (2012) recognition is to acknowledge the status, services or achievements of a person. He further stated that recognition is also when a person is accorded special classification. In organizations recognition is used among workers and managers to encourage employer/employee engagements.

Recognition comes with two dimensions normative and psychological. For Ricoeur (2005) the psychological aspect of recognitions deals with feedback, identity and acknowledgement of status which depends on the feedback gotten from interaction.

Brandom (2007) identified three (3) forms of recognition and they are as follows:-

- Elementary recognition:- This form of recognition comes into play to create and preserve identities noting the existence of a person and his status, and capacity to take various tasks.
- Respect:- With the universal enthronelement of human rights universally, to accord equal dignity is thought to be an important part of recognition. For Scanlon (2000) respect is the expression of morality as it has to do with acting with principles that others will embrace or one that appeals to them.
- Esteem:- In most social struggles, groups or individuals demand to be recognized by specific aspects of what their identities tend to be which are often times neglected by the environment or society they live in.

Thus, the freedom to assemble freely and form association with a political party, Trade Union or any other association for protection of rights and privileges as enshrined by the Nigerian constitution is to be recognized. A trade union is however described by the Trade Union Act (as amended) as the voluntary combination or association of employees in the same industrial sector, this is to give members identity and legitimacy.

Strike Action and Trade Union Objectives

Adegun (1971) in Legal framework for Industrial Relations identified three parties to industrial relation system to include: the worker and their organization, the employer and their association and government and its agencies. According to him, these parties create the institutional frame work that develops a "web of rules" which governs the industrial relations system in any country. Kilman (1976:12) "defined the relationship between unions and management as central issue for the survival of the organization in order to achieve the purpose for which it was established" workers decision to take part in a strike would be balanced between the eventual gains (or loss) according to him on the one hand and the consequences of his action on the community is as follows:

1. To the industrial striker, strike represents the exercise of his fundamental right to withdraw his services. Situation which appears to contradict his personal wish and aspiration or which threatens the fulfillment of the needs of the individual are being registered in the process of striking. More importantly, it is these individual rights that are harnessed by the trade union to embark on strike action. The union strength in an industry, therefore largely rest on the power of the strike. The strike is a very potent tool and can be very powerful if the workers on strike represent irreplaceable labour or if the production lost incurred by the employer during the strike is very significant.
2. The strike also makes the management to union seriously in future negotiation; as such successful strikes enhance the bargaining position of the union for next negotiation.
3. The strike if successful, improves the economic wellbeing of the members of trade union as they can win salary increases as a result of strike action.
4. Striking workers also stand the risk of losing substantial income during the period of the strike. This is because the Nigerian employer may often invoke the no-work-no-pay law.
5. Leaders of unsuccessful strikes tend to be crushed by both the workers they represent and the management they negotiate with. The success of the strike itself is largely dependent on the leaders mobilizing efforts.

What emerges from the above discussion is that interaction between management and trade union determines the survival of any organization thus there will be more co-operation and productively when trade union demands are met by management.

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

Ho1: There is no significant relationship between strike action and economic objectives of oil and gas servicing companies operating in Port Harcourt, Rivers State.

Ho2: There is no significant relationship between strike action and job security objectives of oil and gas servicing companies operating in Port Harcourt, Rivers State

Ho3: There is no significant relationship between strike action and social/ recognition of oil and gas servicing companies operating in Port Harcourt, Rivers StateObjectives

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population was made up of 100 employees from 4 selected oil servicing companies in Port Harcourt and the Taro Yamane's formula was used to determine the sample size. From the population, the corresponding sample size at 5% margin was 80. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Secondary data analysis was carried out using the Spearman's Rank Order Correlation at a 95% confidence interval. Specifically, the tests cover the hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman's Rank Order Correlation to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

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

Ho₁: *There is no significant relationship between strike action and economic objective of oil and gas servicing companies operating in Port Harcourt, Rivers State.*

The correlation coefficient (r) shows that there is a significant and positive relationship between strike action and economic objectives. The ρ value 0.839 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 strike action and economic objectives

Ho₂: *There is no significant relationship between strike action and job security objective of oil and gas servicing companies operating in Port Harcourt, Rivers State.*

The correlation coefficient (r) shows that there is a significant and positive relationship between strike action and job security objectives. The ρ value 0.519 indicates this relationship and it is significant at $p \ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and

the alternate upheld. Thus, there is a significant relationship between strike action and job security objectives.

Table 1 Correlations Matrix Between Strike Action and Trade Union Objectives

			Strike Action	Economic Objectives	Job Security Objectives	Social/Recognition Objectives
Spearman's rho	Strike Action	Correlation Coefficient	1.000	.839**	.519**	.648**
		Sig. (2-tailed)	.	.000	.000	.000
		N	66	66	66	66
	Economic Objectives	Correlation Coefficient	.839**	1.000	.704**	.793**
		Sig. (2-tailed)	.000	.	.000	.000
		N	66	66	66	66
	Job Security Objectives	Correlation Coefficient	.519**	.704**	1.000	.886**
		Sig. (2-tailed)	.000	.000	.	.000
		N	66	66	66	66
	Social/Recognition Objectives	Correlation Coefficient	.648**	.793**	.886**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	66	66	66	66

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

Source: Research Data 2020 and SPSS output version 23.0

Ho₂: *There is no significant relationship between strike action and social recognition objective of oil and gas servicing companies operating in Port Harcourt, Rivers State.*

The correlation coefficient (r) shows that there is a significant and positive relationship between strike action and social recognition objectives. The *rho* value 0.648 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 strike action and social recognition objectives

DISCUSSION OF FINDINGS

The findings revealed a positive significant relationship between strike action and trade union objectives using the Spearman rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that strike actions has a positive and significant relationship with

trade union objectives. This reinforces previous studies by study by Adegun (1971) identified three parties to industrial relation system to include: the worker and their organization, the employer and their association and government and its agencies. According to him, these parties create the institutional frame work that develops a "web of rules" which governs the industrial relations system in any country. Kilman (1976:12) "defined the relationship between unions and management as central issue for the survival of the organization in order to achieve the purpose for which it was established" workers decision to take part in a strike would be balanced between the eventual gains (or loss). Same applies to the study by Ootobo (1981) who contends that, in spite of the usefulness of strike option in the union – management relationship, it imposes costs on both sides of industry and the economy as a whole. The cost of strikes to the union and its members represents loss of income to both parties, in addition to social costs which would be incurred during the inevitable image repair processes that such action would impose on them

According to Ootobo (1981) who posited that strike actions in spite of how useful it tends to be in the union – management relationship it usually imposes cost on both the industry and the economy as a whole. Same also apply to the work of Ubeku (1983) who contends that most strikes and threat to strike are intended to inflict a cost on the employer for failing to agree to wages, benefits and other conditions demanded by the union and the work of Fashoyin (2014) who argued that the decision to call a strike does not come easily, because union workers risk a loss in income for long periods. They also risk a loss in their jobs especially when replacement workers who are temporarily hired to continue operations during- the course of the strike may end up staying as permanent employees.

CONCLUSION AND RECOMMENDATIONS

The idea which necessitated this study was to examine the relationship between strike action and trade union objectives in selected oil and gas companies in Rivers State. From the data generated and analysed, it was empirically discovered that a strong positive and significant relationship between strike action and trade union objectives in selected oil and gas companies in Rivers State. Based on results and the findings of the present study, our study revealed that strike action affects trade union objectives in selected oil and gas companies in Rivers State. Labour law also significantly moderates the relationship between strike action and trade union objectives in selected oil and gas companies in Rivers State.

Based on the discussion and conclusion above, the following recommendations are hereby made

- i. The management of these oil and gas companies should endeavor to keep to their own bargain of the terms of work with the employees as strike actions can affect the income generated by the organization and a breakdown in the general objective of the company at large.
- ii. The management should also ensure they build a proper relationship with their employees, so that in times where they cannot meet up to their own part of the bargain or failing to pay or compensate the workers in any way, the employees will be considerate enough to wait patiently.

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Career Development and Organisational Success of Hospitality Firms in Ahoada-West Local Government Area of Rivers State

Dr. Ebikebina Tantua (Jnr.)¹ and Iteigwe Justice Chidirem²

¹Department of Office and Information Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria.

²Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study investigated the relationship between career development and organisational success of hospitality firms in Ahoada-West Local Government Area of Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire administered to respondents. The population for the study was 618 staff of 35 Hotels in Ahoada West Local Government Area of Rivers State, with a sample size of 243 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 career development and organisational success of hospitality firms in Ahoada-West Local Government Area of Rivers State. The study recommends that*

Keywords: *Career Development, Organisational Success, Hospitality Firms*

INTRODUCTION

Career development has increasingly become attractive to organisations that aim at improving performance and productivity. As organisations evolve and compete with one another, they consider several factors like technological innovation, demographic change, and having and retaining skilled employees as strategic move to gain competitive advantage. These factors play an important role in firm's development. Knowledge and skills have become key for companies to be economically competitive (Hiltrop, 1999). Career development process enables employers to provide opportunity for employees to develop and learn as they navigate through their career path. This ensures that employees become highly skilled in their work, and are also able to maintain their capacities as effective employees with the requisite knowledge that will enable them to be retained by employers (Frazee, 1997).

Career development is a systematic planning method used to link employee career objectives with the corporate career needs of an organization (Kakui & Gachunga, 2016). It entails activities undertaken by the employees themselves and the organization to achieve career objectives and job requirements. Robbins (2010) contends that career development is a key

strategic consideration for all organizations regardless of size, sector, market or profile. Organizations which aspire to be successful in today's extremely competitive markets need employees with the right competencies to assist in achieving a competitive edge in the industries. Mwanje (2010) posits that career development of employees has a fundamental impact on the efficiency, effectiveness, morale and profitability of the organization. Career development is the basis of employee confidence and competence (Robbins, 2010). Career development aids organizations in bridging the gap between current performance and expected future performance.

Field and Thomas (1992) defined career development as a series of activities or the ongoing process of developing one's career. It is a process that entails training new skills, moving to higher job responsibilities; make a career change with the same organization, or starting one's own business. Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies. The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers. They also maintain that career development is a lifelong process of managing work leisure, and transition in order to move towards a personally determined and evolving preferred future. Positive career development program helps organization attract and retain the best people by recognizing and responding to the needs of individual employees, they will get the best of them. Effective career development program helps develop the economy and also benefits individuals, employers and society at large. Recognizing that everyone potentially has a career and that as a consequence, everyone has career development needs, means that attention must be paid to how career development is best supported (Field & Thomas, 1992).

Globally, career development has evolved to its second century as a professional field which has developed a vast theoretical framework that guides its practice in the modern global economy (Hartung, 2012). Similarly, career development has internationalized with increasing importance attached to the role of manpower in the global economy. Previous studies by (Cartwright, 2005);Dowlings & Festing, 2008) affirm that globalization has forced many employees especially in developed countries to improve their competencies so as to perform international assignments. However, a survey by the Chartered Institute of Personnel Development in 2011 established that most companies in the UK lacked a well documented and updated career development plan for their employees. Furthermore, Kaya and Ceylan (2014) found out that public higher education institutions in UK and USA face a lot of brain drain to private institutions. This study therefore examined the relationship between career development and organisational success of hospitality firms in Ahoada-West local government area of Rivers State.

LITERATURE REVIEW

Theoretical Foundation

Maslow's Hierarchy of Needs

The Maslow's Hierarchy of Needs as proposed by Maslow posited that there are 5 human needs, these needs are physiological, safety, social, esteem and self-actualisation. The essence of the theory is that needs lower in the hierarchy have to be fulfilled before higher needs. Such that physiological needs which includes food, breathing, sleep have to be satisfied before the safety

needs and then social needs which involve love and belonging. If all these needs have been satisfied, then esteem needs which includes self-esteem, confidence, and achievement and then once all these needs have been attained, one can now get to self-actualisation.

The Maslow's Hierarchy of Needs clarifies the motivation components. Employee motivation is a critical element essential for performance and objectives accomplishment. An unmotivated employee that is not inspired won't bring the ideal output. Notwithstanding experience, educational level attained training and remuneration, without the needed motivation the output of the worker won't be at legitimate level. Low inspiration can lead to an increment in employee turnover.

Stein (2013) proposed that a motivated workforce can improve performance and customer satisfaction. If workers are lacking these basic needs, support and advice should be offered to such worker. He also pointed out the traditional employers make one mistake thinking only money is needed to motivate an employee. As noted by Shoup (2011) every employer wants a worker who will do the job, a worker who is a team player and who will be motivated to do a job to meet before the deadline. For employees to do that they need to achieve those needs in order to give their top and best performance, the employer also needs to under these needs in order to motivate the employees. And for employers to do this, you need to understand elements of the Maslow's hierarchy of needs to get the best out of their employees and need to understand that salaries and compensation alone can't motivate workers. The Maslow's Hierarchy of Needs assumes the vital part in employee motivation. Along these lines, the manager ought to plan each position, office, processes, procedures, and culture so as to satisfy these needs.

Career and Career Development Programs

Career can be seen as a series of positions occupied by a person throughout his or her lifespan (Robbins & Coulter, 2002). Career is the constant progress, experience and skill acquisition of a person in a specific field. Though career in the general sense is defined as the total of the jobs a person undertakes through life, it goes beyond and wider than this definition. The career of individuals is usually not only the jobs they have, but also their training for fulfilling the expectation, goal, objectives, emotions, and desires related to their job description, and as a result, progressing in that work with the knowledge, skill, quality and desire to work (Yalçın, 1994). Career is an individual's usage of the positions related to their job consecutively during their personal life (Kaynak, 1996).

Career is the process related directly to personal and organizational goals and generates an accumulation of experiences arising from the jobs, tasks, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions (Yılmaz, 2006). According to this statement, most of the successes and failures related to the experiences gained over time constitute the career of the individual and at the same time provide the growth and development in the career of the person. All experiences gained during this period of development interact with each other. Career generates the attributes and qualities of a person and the relationships outside these qualities. It is a process that indicated the relationship between the organization and a person and rise and falls of this relationship (İlk, 1993).

A detailed study conducted by Edgar Schein emphasizes that certain behavioral patterns, attitudes and values that manage the person's career are developed in his or her early years. These behavioral patterns are made of the combination of needs and instincts, and help the person in choosing between a few related careers (Bayram, 2008). These sets of values consisted of needs and instincts manage, balance and complete a person's work experiences. Hence, it makes it easier for an individual to make a choice concerning his or her career. A situation like this is defined as Career Balances or Career Efforts (Aytaç, 2005). According to Schein, when individuals integrate their set of personal values such as, management skill, autonomy with the environment they work in, they confidently have found the right career. Sometimes the individuals may not know which set of values they belong until they make a decision about their career. In this stage, their past work experience, skills, hobbies, tendencies and personality of the person help them to find their career value (Adıgüzel, 2009).

Another factor that affects career selection is employees' character. Some people may avoid taking responsibilities and not be determined enough. For people like this, it is enough to advance to a particular position. However, some people do not get satisfied easily and always want to advance in their career, make large amounts of money, be in the highest position or have a social comfort. Even though there are several theories relating career selection with a person's character, the study uses John Holland's theory of "career choice" which is the most known theory. John Holland's theory of career choice talks about three main principles. These are (Holland, *et al.*, 1967):

- ❖ People have different choices of professions due to their genetics and particular individual improvement.
- ❖ Different professions challenge different kinds of people.
- ❖ People who work in jobs synchronizing with their personalities are happier and more successful than the ones work in jobs that are not suitable for them.

Career planning is made while taking the person's personality traits, professional interests and other factors stated above into consideration. Therefore, goals in business life which is agreement with these factors may be determined. Career Planning may simply be defined as the personal decision of a working person during his or her career path. According to another definition, it is the process of achieving one's career goals and the activities placed for achieving these goals (Aytaç, 2005, 138). From a broader perspective, it means the systematic efforts spent by employees to identify the results of the coherence and incoherence between what they want to do and what they have done after evaluating their education in the past, in the present and intended for the future, and also their trainings, personal choices, traits, experiences, and expectations (Geylan, *et al.*, 2013).

Organizational Career Management is being defined as sequences of formal and less formal activities of an organization related to the career development of its employees (Baruch &Peiperl, 2000). Therefore, organizational career management increases both employee effectiveness and organizational effectiveness. Orpen (1994) has studied organization career management's diverse and joint effects on the career success of the employees and hypothesized the relationship between individual career management and career effectiveness, and between joint responsibility and career effectiveness. In this study, Orpen (1994) pointed out that

organizational career management is made up of a variety of policies and practices that purposely built by organizations to develop the career efficiency of their employees. According to Yalçin (1994), career management is expressed as a part of the career development program of the business, and includes the actions and plans that need to be conducted by the organization career management, involving skill, expectation and interest analysis and it is a process that cannot be done by just the organization or just a person. In this process, human resources play an active role. Management determines career planning program, provides information concerning the available positions in the organization or the ones to be opened, observes and assesses the performances of the workers, creates training programs in line with the needs of employees and consistently, contributes to the development of the workers in workflow. Pearson and Ananthram (2008) pointed out that better outcomes are to be expected by matching institutional and individual needs. Karakurum (2005) points out greater levels of value similarity between employee and the organization is related with greater levels of job satisfaction. Therefore, matching personal and organizational goals might lead to increasing satisfaction of employees; on the other hand, differences between personal and organizational goals might lead to increasing dissatisfaction of employees.

Career development involves several alternatives such as preserving current skills, developing abilities and getting ready for the future ahead of just receiving promotion. Companies invest in career development programs for several reasons, for example, developing employee performance, increasing manager improvement, revealing corporate culture for salespeople, strengthening principal values, helping salespeople in career development and offering more to employees (Ko, 2012, p. 1006). Career development programs enable all the employees to make progress in the organization from the on set. It also helps to determine career paths and remove all the obstacles against the growth of the workers. What's more, it accelerates workflow within the organization by providing training for the personnel that go through a career stability and increasing work mobility. Employees, especially the younger ones wish to develop their careers and be mentored. It is natural for the employees to be in anticipation of more job satisfaction and more career opportunities. As a result, they go into the effort of personal development. Therefore, they chose the organizations which support their careers and have career development programs (Çalik&Eres, 2006).

In the face of technology and consumer demands that are changing rapidly, an up to date employees' knowledge and skills is necessary. Career development programs enable realization of these changes beforehand and provide the achievement of new skills. If an organization has an effective career development program in accordance with the employees' personal expectations, the employees' will definitely wish to stay at the organization. This consistency will be reflected in the employees' performance through time. Career management recognizes the future necessity of human resources better and provides the estimation of better developmental stages for the specialties and other professions in the company (Bayram, 2008). Some of organizational career development practices are addressed in the literature are job enrichment, career progression ladders, employee workshops, and job rotation. For instance, organizations that recognize good performing employees and present them a promising environment to take risks and achieve will add to the improvement of career resilience.

Organizational Career Management Practices

Baruch and Peiperl (2000) outlined the following as some organizational career management practices found in some business organizations.

1. Performance appraisal.
2. Assessment centers.
3. Peer appraisal.
4. Upward (subordinate) appraisal.
5. Career analysis by supervisor and HR Department.
6. Formal mentoring.
7. Career workshops.
8. General career paths common.
9. Written individual career planning.
10. Succession planning.
11. Retirement preparation programs.
12. Brochures on career matters.
13. Succession planning.
14. Formal education as part of career development.
15. Postings concerning internal job openings.
16. Creative steps to provide and improve cross-functional skills.

It is possible to define career development system as a process emerging from the integration of career planning and career management (Yalçın, 1994). The goal of the career development system is to fulfil the expectations, desires and objectives of the employees; at the same time, to develop various strategies in agreement with the goals and objectives that the organization wishes to achieve and create an efficient career development system in order to apply these. Career development system is a key element that affects and gives an advantage to the activities of both the person and the organization.

Organizational Success (performance)

Performance Criteria of Organizations

Boyne, Farrell, Law, Powell and Walker (2003:32) posit that information on performance is very important to management of any organization. This is because it helps management to ascertain whether their organizations are improving, deteriorating or stagnant. In addition, it enables organizations to adjust with a view to improving on its services for the enhancement of its survival and growth. However, there is the problem of evaluating criteria for performance of organizations in their service delivery to ascertain how well they are performing. For instance, while performance may be judged in the private sector in terms of higher returns on investment for the shareholders- profitability, it may however be judged in terms of efficient service delivery on the part of customers (Boyne et al, 2003: 14).

For this study, our criterion for the measurement of performance and organizational success is efficiency expressed in the following formula:

$$\text{Efficiency} = \frac{\text{Cost of Output}}{\text{Value Input}}$$

Enhanced performance of organization's service delivery culminates in higher profits and returns on investment in form of improved dividends to the shareholders. As a result, efficiency expressed in profitability shall be the criterion.

Career development and Organizational Success

In today's rapidly moving, uncertain and highly competitive global market, firms are facing major decisions and challenges. Over the past years, organizations have developed a keen interest in the field of talent management and employee retention, with surveys to show that both practices are on top of organization's agenda. The ability to hold on to highly talented employees is crucial for future survival. However there is also increase realization that this cannot be achieved unless organizations develop and implement career development programs that is geared towards ensuring that employees feel satisfied, engage and motivated. Career development and employee retention is now viewed as a tool to strengthen organizational capabilities (Walker, 2007).

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

Ho₁: There is no significant relationship between career development and organizational success hospitality firms in Ahoada-West local government area of Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire administered to respondents. The population for the study was 618 staff of 35 Hotels in Ahoada West Local Government Area of Rivers State, with a sample size of 243 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

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 ($p < 0.05$).

Ho₁: *There is no significant relationship between career development and organizational success of hospitality firms in Ahoada-West local government area of Rivers State*

The correlation coefficient (r) shows that there is a significant and positive relationship between organizational links and employee social efficacy. The ρ value 0.743 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held.

Table 1: Correlations for Career Development and Organizational Success

			Career Development	Organization al Success
Spearman's rho	Career Development	Correlation Coefficient	1.000	.960**
		Sig. (2-tailed)	.	.000
		N	333	333
	Organizational Success	Correlation Coefficient	.960**	1.000
		Sig. (2-tailed)	.000	.
		N	333	333

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

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

Thus, there is a significant relationship between organizational links and employee social efficacy of manufacturing companies in Port Harcourt.

DISCUSSION OF FINDINGS

Discussion of Findings

The study investigated the effect of career development on organizational success in Ahoada West Local Government Area of Rivers State. The result in the table shows that career development pathway encourages employee retention to a high extent. Also the result of table indicates that there is significant relationship between career development and employee retention and organizational success. These finding were consistent with the findings of Kaliyamoorth, Al-Shibami, Nusari, and Ghosh (2018), which investigated the relationship between motivation and employee retention in Malaysia luxury hotels.

The finding reinforces previous finding by Frantz (2014), who studied research capacity development in educational institutions in South Africa. The study was a collaboration between Flemish Universities and HEI-South African University. The study looked at the productivity and improvements of capacity among the academic researchers, and they found out that the interest shown by this educational institutions on capacity development of staff enhances the retention of these employees. Furthermore, Rugumamu (2011) studied the importance of capacity development in conflict and fragile contexts in Africa; findings point to the poor results in capacity development efforts in such areas. Such initiatives in Africa have been seen as generally imposed on the beneficiary nations and populations by the donor community and lacking in local driven need for capacity building.

CONCLUSION AND RECOMMENDATIONS

This study concludes that career development significantly predicts organizational success in Ahoada West Local Government Area of Rivers State. The findings of the study had revealed that; to high extent, employee support/recognition influence employee retention, remuneration influence employee retention, career development pathway encourages employee retention to a high extent and work-life balance influences employee retention to a high extent. Furthermore, it

was hypothetically shown that there is significant relationship between; employee support/recognition and employee retention, remuneration and employee retention and organizational success, career development and employee retention and organizational success, after work-life and employee retention and organizational success.

Based on the findings, the study recommended that:

- i. Hotel managers should help subordinates to grow and achieve their organizational goals through adequate training and development.
- ii. Managers should develop moral and team spirit among his subordinates; it can enhance the relation between managers and subordinates and increase productivity and satisfaction.

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Intellectual Capital and Cost Leadership of Deposit Money Banks in Rivers State, Nigeria

Okocha, B. F.¹ and Amah, E.²

¹Doctoral Candidate, Department of Management, University of Port Harcourt, Nigeria

²Associate Professor, Department of Management, University of Port Harcourt, Nigeria

Abstract: *The study investigated the relationship between intellectual capital and cost leadership. The population for the study consists of two hundred and sixteen (216) Managers, particularly Branch, Operations and Customer Relationship Managers of Tier One Deposit Money Banks in Rivers State, Nigeria. The population was adopted as sample size. Data obtained from two hundred (200) retrieved and usable copies of the survey were analyzed by means of the Statistical Package for Social Science (SPSS) version 20.0 and Analysis and Moments of Structures (AMOS) version 24.0. Structural Equation Modelling (SEM), using a predictive and recursive model approach to estimate the dependent variable was implemented to test hypotheses. The results revealed that the dimensions of intellectual capital i.e. human, relational, and structural capital have a positive relationship with Deposit Money Banks' cost leadership in Rivers State, Nigeria. The study recommended that intellectual capital is necessary to sustain devotion of clients and should be supported to mitigate negative threats and compete favourably with rivals.*

Keywords: *Relational Capital, Human Capital, Structural Capital, Cost Leadership, Deposit Money Banks*

1.0 Introduction

The idea of upper hand relates to a firm maintaining a sustainable edge over rivals in a particular industry setting that cannot be eroded over time. The organization with upper hand seeks after a methodology that isn't being executed by an opponent firm or firms. The procedure actualized by the firm with upper hand gives the chance to a decrease in costs (for example minimal cost) in the arrangement of an item with some vicinity on item or potential service ascribes to suppliers of the elective differentiation system in an expansive market portion. Alternatively, the organization may be able to abuse market openings with an item as well as services with unrivaled properties (for example differentiation) with some nearness to minimal cost suppliers on cost of creation or arrangement of services in a wide market segment. Both the low cost and the differentiation strategies can be pursued in a narrow market segment and this is termed cost and differentiation focus, respectively (O'Shannassy, 2006).

According to Montgomery and Porter (2009) cited in Vinayan, Jayashree and Marthandan (2012), Cost leadership is the ability of an organization to compete against the major competitors based on low price. Porter (1985), posits that three modest systems in particular; cost leadership procedure, differentiation and focus techniques are critical to accomplishing upper hand and improving organizational execution. Cost leadership is a coordinated arrangement of

activity taken to create products and enterprises with highlights that are worthy to clients at the most minimal cost, comparative with that of contenders (Ireland, Hokisson & Hitt, 2011). Cost leadership additionally will in general be more contender concerned as opposed to client situated (Frambach, Ruud, Prabhu & Verhallen, 2003). Porter (1980) place that a firm that effectively seeks after cost leadership methodology accentuates enthusiastic quest for cost decrease, tight cost and overhead control, innovative work and promotion among others to accomplish a minimal cost position.

Social capital comprises of significant things like gathering with clients, client criticism, information and customary client cooperation. Petrash (2001); Mc Elroy (2002); Guthrie, Wigfield, Barbosa, Perencevich, Taboada & Davis (2004); Rodriguez-Castellanos, Garcia-Merino and Garcia-Zambrano (2010), all consider relational capital as a principle wellspring of upper hand. Huang and Hsuen (2007) posits that a company improving its relational capital will directly contribute to business performance. It is the arrangement all things considered – market connections, power connections and cooperation – set up between firms, foundations and individuals that come from a solid feeling of having a place and an exceptionally evolved limit of participation common of socially comparable individuals and establishments (Capello & Faggian, 2005); Structural Capital alludes to the non-human storage facilities of information in a firm that include organizational structures, for example, the hierarchical schedules, the structure of the business and different kinds of protected innovation (Taghizadeh & Zeinalzadeh, 2012); Ogujiuba (2013), posit that human capital is strategic to the socio-economic development of a nation and includes education, health, labour and employment and women affairs.

Apiti, Ugwoke and Chiekezie (2017) studied intellectual capital management and organizational performance in selected food and beverages companies in Nigeria and findings show that there is a significant relationship between intellectual capital and firm's financial performance and that proper management of intellectual capital has an impact on firms reported financial performance;

However, literatures on human, relational and structural capital as a dimensions of intellectual capital and cost leadership as a measure of sustainable competitive advantage, adoption of structural equation modelling to test the correlation is scant which motivated this study on intellectual capital and cost leadership in deposit money banks in Rivers State, Nigeria and on managers/executives.

1.1 Statement of the Problem

Doyle (1994) sees that methodical assessment seldom happens inside organizations. It is only those bank that are able to adapt to the changing environment and adopt new ideas and ways of doing business that can guarantee hope of survival and gaining of competitive advantage. Some of the forces of change that have greatly influenced the financial institutions is intense competition, regulation, and technological advancement. According to Mavondo and Farrell (2003) commercial banks is characterized by its ability to channel creativity to survive in highly competitive market and achieving competitive advantage by giving a one of a kind product or service to customers.

Enhancing information communication technology in the financial business is an absolute necessity in a quickly changing commercial center, as its transformation has made way for outstanding increment in budgetary action over the globe (Aliyu & Tasmin, 2012). The web is the least expensive appropriation channel for institutionalized bank activities, for example,

account management and assets move (Polasik & Wisniewski, 2009). It offers a potential competitive advantage for banks and this advantage lie in the areas of cost reduction and more satisfaction of customer needs (Bradley & Stewart, 2003; Jaruwachirathanakul & Fink, 2005).

In another research, Omari and Bataineh (2012) carried out an examination on the effect of e-relying upon accomplishing upper hand for banks in Jordan. They concluded that, there was factually critical impact for electronic banking over the internet in achieving competitive advantage in the banking sector in Jordan. In addition, Malhotra and Singh (2009) sought to assess the Indian experience on the effect of web banking on bank performance and risk. The results revealed that, web banks are bigger banks and have better working effectiveness proportions and productivity when contrasted with non-web banks. It was further revealed that, the benefit and offering of web banking doesn't have any critical association. These studies and manifestations have shown paucity of evidence on sustained competitive advantage in relation to intellectual capital.

Hence, this study intends to study empirically the relationship between intellectual capital and cost leadership of deposit money banks in Rivers State, Nigeria.

Aim and Objectives of the Study

The aim of the study is to determine the relationship between intellectual capital and sustainable competitive advantage of Deposit Money Banks in Rivers State, Nigeria. Thus, the following specific objectives are stated as:

- To investigate the relationship between relational capital (RC) and cost leadership (CL) of Deposit Money Banks in Rivers State, Nigeria.
- To determine the relationship between human capital (HC) and cost leadership (CL) of Deposit Money Banks in Rivers State, Nigeria.
- To examine the relationship between structural capital (SC) and cost leadership (CL) of Deposit Money Banks in Rivers State, Nigeria.

Research Hypothesis

H₀₁: There is no significant relationship between relational capital and cost leadership of Deposit Money Banks in Rivers State, Nigeria.

H₀₂: There is no significant relationship between human capital and cost leadership of Deposit Money Banks in Rivers State, Nigeria.

H₀₃: Structural capital does not relate with cost leadership of Deposit Money Banks in Rivers State, Nigeria.

2.0 Concept of Relational Capital

Relational capital outcomes from association's relationship with clients, accomplices, investors, and different partners that are basic to the organizational performance (Bontis, Crossan & Hulland, 2002). Shih, Chang and Lin (2010) vied relational capital as the connection between associations, clients, providers, contractual workers and other subsidiary accomplices. Low (2000), elucidated relational capital as the progression of information from an association to outside condition. The abilities, for example, client connection just as client devotion and trust assume huge job in the advancement of social capital (Isaac, Herremans & Kline, 2010;

Sharabati *et al.*, 2010). For example, higher the level of client devotion and trust, better will be the relationship with clients which along these lines improves organizational worth.

The relational capital is defined as customer capital. Sometimes customer capital and relational capital are defined similarly (Roos, Roos, Dragonetti & Edvinsson, 1997). The focus of relational capital is on organization (Hsu, 2006). In the knowledge-based society, scholarly capital assumes a noteworthy job in the foundation of elusive and information towards esteem creation (Choo & Bontis, 2002; Marr, 2004; Lev, 2001; Roos *et al.*, 1997). Particularly, the past writing clarifies human, hierarchical and client capital as various substances and propose that they are interconnected causally with the goal that human capital makes information which at that point can get consistent in organizational capital to advance client relations (Fernstrom, Tonkonogi, & Sahlin, 2004; Johansson, 2002; Marr, 2004; Roberts, 2003).

2.1 Concept of Human Capital

Human capital is one of the significant factors in the investigation of intellectual capital. It is the element of scholarly capital which manages the human information and its experience, in light of different components and will impact a company's incentive by influencing different components. Employee information and capacities are the significant wellsprings of advancement (van der Meer-Kooistra & Zijlstra, 2001, cited in Wang & Chang, 2005). It is proper to reason that human capital intently impacts development capital. Employees are expected to do the inward procedure of a firm. Workers are likewise required to play out all client services. By giving quality of service while executing interior procedures, the ability of workers would influence process productivity and consumer loyalty (Wang & Chang, 2005). Stewart (1997) concentrated on the connection among clients and worker abilities. He called attention that workers should have reasonable information or aptitudes to serve client needs. As per Wang and Chang (2005), human capital influences business execution through advancement, process and client capital.

2.2 Concept of Structural Capital

Structural capital has not been defined adequately in the past studies, in which it had different tags but similar meanings among different intellectual capital concepts. Based on the past writing, structural capital (Bontis, 2001, 2002a, b) can be process capital (Van Buren, 1998) and authoritative capital (Pike, Rylander & Roos, 2002), what's more, it likewise interlink with advancement capital (Van Buren, 1998). In addition, Bontis (2002) clarified structural capital as the information dug in inside the calendars of an association that incorporates innovative modules and architectural competencies. Generally speaking, the knowledge infrastructure in Gold, Malhotra and Segars (2001) explained the variables such as organization structure, culture and technology. Then again, as talked about by Bontis (2001), structural capital is the equipment, programming, databases, organizational structure, licenses, trademarks and everything else that workers use to help their business exercises and procedures. The concentrate of structural capital, nonetheless, has more accentuation on "the information inserted inside the routines of an organization" (Bontis, 2002:45).

2.3 Concept of Cost Leadership

Cost Leadership is defined as "The ability of an organization to compete against major competitors based on low price" (Li, He, Lan, & Yiu, 2006). An organization should be able to

remove or change all its activities which do not provide it with a cost advantage, rather they must find ways to reduce cost or even look for ways like mass production, input cost, economies of scale, raw materials access, input cost, technology, utilization of resources, product design and even can look to outsource its activities to other organizations that could then help it achieve cost advantage (Akan, Allen, Helms & Samuel, 2006).

Porter (1980) defined cost leadership as the achievement of “overall cost leadership in an industry through a set of functional policies aimed at this basic objective. It requires an aggressive setting up of productive scale offices, enthusiastic quest for cost decreases as a matter of fact, tight cost and overhead control, shirking of negligible client records, and cost minimization in regions like Research and Development, service, deals power, promoting, etc,” (p. 35). Porter (1980) outlined 10 top cost drivers which are attributed low-cost strategies, all of which has direct and indirect linkage to management and resources of manufacturing facility. Cost leadership procedure is a coordinated arrangement of activity taken to create products or services with highlights that are adequate to clients at the most reduced cost, comparative with that of contenders (Ireland *et al.*, 2011). Cost Leadership additionally will in general be more contender situated as opposed to client arranged (Frambach *et al.*, 2003). Porter (1980), set that a firm that effectively seeks after cost administration procedure accentuates enthusiastic quest for cost decrease, tight cost and overhead control, innovative work and development among others to accomplish an ease position.

Cost preferences may originate from economies of scale, economies of extension, appropriateness innovation, and special access to materials among different elements. With cost favourable circumstances, firms can have better than expected return or can order cost. Grant (2005) contends that normal to the accomplishment of Japanese organizations in purchaser products enterprises, for example, vehicles, cruisers, customer hardware, and instruments has been the capacity to accommodate ease with high caliber and mechanical progressiveness.

2.2 Theoretical framework

2.2.1 The Market-Based View (MBV)

This technique contends that industry elements and outer market direction are the essential determinants of firm execution (Bain, 1968; Caves & Porter, 1977; Peteraf & Bergen, 2003; Porter, 1980, 1985, 1996). Bain's (1968), Structure-Conduct-Performance (SCP) system and Porter's (1980) five powers model (which depends on the SCP system) are two of the most popular speculations right now. The wellsprings of significant worth for the firm are inserted in the serious circumstance portraying its finished result key position. The vital position is a company's one of a kind arrangement of exercises that are not quite the same as their adversaries. Then again, the key situation of a firm is characterized by how it performs comparable exercises to different firms, yet in totally different ways. Right now, company's benefit or execution are resolved exclusively by the structure and serious elements of the business inside which it works (Schendel, 1994).

The Market-Based View (MBV) incorporates the situating school of hypotheses of technique and speculations created in the modern association financial aspects period of Hoskisson's record of the advancement of key intuition (of which Porter's is one model) (Hoskisson, Hitt, Wan & Yiu, 1999; Mintzberg, Ahlstrand & Lampel, 1998; Porter, 1980). During this stage, the emphasis was on the association's condition and outer variables. Researchers saw that the company's exhibition was essentially reliant on the business condition.

They saw procedure with regards to the business as a whole and the position of the firm in the market relative to its competitors.

2.3 Empirical review

Adekunle and Bontis (2012) investigated managing intellectual capital in Nigerian telecommunication companies. A formerly distributed research instrument was regulated and overview information were gathered from 320 administrators in 29 media communications organizations. Theories identified with the relationship of human, structural and client capital and its effect on business execution were tried. Results show that Nigerian media communications organizations have generally underlined the utilization of client capital, exemplified by statistical surveying and client relationship management to support their business execution. The over-emphasis on client funding to the impairment of other scholarly capital parts is seen as undermining the profitability of Nigerian media communications organizations.

Onyekwelu and Ubesie (2016) investigated the impact of intellectual capital on corporate valuation of quoted pharmaceutical firms in Nigeria. The investigation embraced the Panel Research Design as utilized Time Series and Cross-Sectional Data. Information secured a ten-year time frame (2004-2013). Simple Random Sampling was utilized in choosing firms for this examination. Information were sourced from the organizations' yearly fiscal summaries utilizing content examination approach. Market valuation information were sourced from the Nigerian Stock Exchange. Scholarly Capital (Independent Variable) was estimated utilizing Human Capital Efficiency (HCE), Structural Capital Efficiency (SCE) and Capital Employed Efficiency (CEE). Market to Book Value Ratio (M/BV) and Earnings per Share (EPS). The examination embraced the Value-Added Intellectual Coefficient (VAIC) Model as created to analyze the impact of Intellectual Capital on firms' qualities. Numerous Regression Correlation Analysis was utilized on the information at 5% level of criticalness. E-View Statistical Tool adaptation 8.0 was utilized in the investigation. HCE had a positive and significant effect on M/BV Ratio at 0.05 level of significance with a p-value of $x_1=0.0193$; SCE had a negative and insignificant with M/BV ratio at 0.05 level of significance. However, CEE shows a negative and significant effect on M/BV ratio at 0.05 level of significance $x_3=0.0268$. The probabilities connected with the model x_1, x_2 , and x_3 were higher than the specified level of significance, that it at $P(x_1=0.1697>0.05)$; $P(x_2=0.3966>0.05)$; and $P(x_3=0.1548>0.05)$, therefore the null hypothesis is accepted and alternate hypothesis is rejected for HCE, SCE and CEE respectively. The result further show that the result of analysis of the relationship between IC components and Earnings per Share. It reveals the comprehensive effect of IC on the Earnings per Share Ratio of the health sector. The study shows that the relationship between IC and EPS in the healthcare industry is positive at 5% level of insignificance. Human Capital, Structural Capital and Capital Employed have p-values of $x_1=0.1697$, $x_2=0.3966$ and $x_3=0.1548$. The results reveal that Human Capital Efficiency has a positive and significant effect on Market/Book Value. SCE has a negative and insignificant effect on M/BV; CEE has negative and significant effect on M/BV; positive and insignificant effect on EPS. Taking into account our discoveries, the investigation suggests that organizations ought to contribute considerable piece of their profit on human capital by means of information advancement in that capacity speculations are fit for animating the worth creation possibilities of their staff and can get financial specialists place higher premium on them.

John-Akamelu and Iyidiobi (2018) investigated intellectual capital and performance of Nigerian Banks using six selected banks in Nigeria from 2010-2015. The aim of this work was to

ascertain the relationship between Value Added Intellectual Coefficient Indices (HCE, SCE and CEE) and Employee Productivity (Log EP) in Nigerian banks and to determine the relationship between value added intellectual coefficient indices (HCE, SCE and CEE) and growth in revenue (GR), of Banks in Nigeria. Descriptive ex-post facto research design was adopted for this study. The study made use of secondary sources of data. The population of study is made up of the six (6) selected banks in Anambra state. This study adopted Pearson coefficient correlation statistical tools to test the hypotheses. A value of .172 indicates a positive correlation between Value Added Intellectual Coefficient Indices of the banks. To get an idea of how much variance the two variables share, the coefficient of determination (R) is calculated. R is $0.172 \times 0.172 = 0.029$. It implies that employee productivity of the banks help to explain 29 % of the variance in Value Added Intellectual Coefficient Indices. A value of -.058 indicates a negative correlation between Value Added Intellectual Coefficient Indices of the banks. To get an idea of how much variance the two variables share, the coefficient of determination (R) is calculated. R is $-.058 \times -.058 = 0.0033$. It implies that employee productivity of the banks help to explain 0.34 % of the variance in Value Added Intellectual Coefficient Indices. Based on the findings of this study, it is recommended that there should be recognition of intellectual capital as an important business resource and companies in Nigeria especially the banks should adopt an intellectual capital strategy.

3.0 Methodology

3.1 Research Design

This study utilized the survey design approach. A survey design gives a quantitative or numeric depiction of patterns, perspectives, or assessments of a population by examining an example of that population (Saunders, Lewis & Thornhill, 2009). Thus, the choice of descriptive survey design is made because important aspects of variables of interest concerning deposit money banks (DMBs), particularly Tier One banks in Rivers State, are outlined.

3.2 Population of the Study

The population of this study comprised of a complete listing of deposit money banks in Rivers State, Nigeria. The study population is two hundred and sixteen (216) representatives of the tier 1 banks focusing on branch, operations and customer relationship managers in Rivers State. According to CBN (2019) cited in Bukola (2019), Nigeria's Tier one (1) banks includes; Access Bank, First Bank, Guaranty Trust Bank, United Bank for Africa and Zenith Bank.

The choice of these tier one (1) banks is because these banks have total assets of 24.6 trillion naira covering more than 50% of the total market share and seem to be highly competitive (CBN, 2019 cited in Bukola, 2019). Thus, the target population of two hundred and sixteen representatives of managers becomes the sampling frame.

Table 1: Population of the study

TIER ONE BANKS IN RIVERS STATE	Number of Branches in Rivers State x 3 managers from each branch (Branch, Operations & Customer Relationship Managers)
Access Bank	$25 \times 3 = 75$
First Bank	$13 \times 3 = 39$
United Bank for Africa	$16 \times 3 = 48$
Guaranty Trust Bank	$10 \times 3 = 30$
Zenith Bank	$8 \times 3 = 24$
Total	216

Source: Individual Organizations' Desk

This study utilized judgmental sampling to identify the branch managers, operations managers and customer relationship managers. Based on the number of managers identified, the probability simple random sampling is used with the aid of random numbers to ensure each member of the population has equal chance of being selected.

The researcher adopted the population as the sample size for this study. According to Economic Commission for Europe of the United Nations (UNECE) (2000), A census is an overview led on the full arrangement of observation objects having a place with a given population or universe.

3.3 Method of Data Analysis

Inferential Statistics were tested using the Structural Equation Modelling (SEM). The AMOS (Analysis of Moment Structure) was used in this study. AMOS is one of the popular specialized SEM software programs (Byrne, 2001; 2010; 2012).

4.0 Result and Discussions

A sample size of two hundred and sixteen (216) was adopted, thus 216 copies of the questionnaire were distributed to the target sample. Retrieval of questionnaire items was also achieved manually with the researcher, as well as the research assistants, visiting, collecting and collating all copies of the questionnaire; unfortunately, 16 copies of the questionnaire were considered as lost given the absence of the units during the time of questionnaire retrieval, in some cases, due to the inability of the respondents to meet up with the time window stipulated for questionnaire completion. Therefore, the study utilized a representative size of 200 in the analysis.

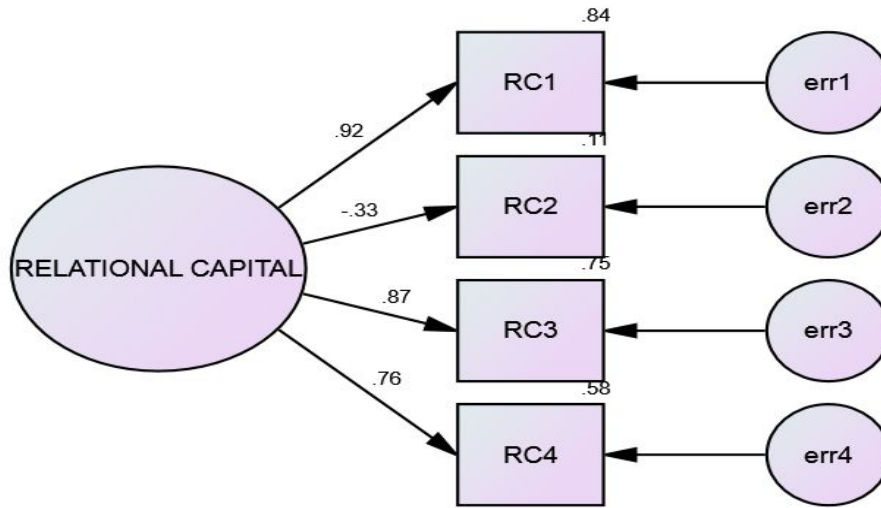


Figure 1: First Order Measurement Model of relational capital

Table 2: First Order Measurement Model Analysis of relational capital

Model	Chi-Square(df), Significance	NFI	TLI	CFI	RMSEA	Variable	Factor Loading Estimates	Error VAR
Relational Capital	(2df) =29.18, P<0.000	0.94	0.82	0.94	0.23	RC1	0.92	0.84
						RC2	-0.33	0.11
						RC3	0.87	0.75
						RC4	0.76	0.58

Source: Amos 24.0 output on research data, 2019

The results of the goodness of fit indices indicated acceptable fit to the data for one-factor model (chi-square (2df)=29.18, $p < 0.000$, RMSEA=0.23, CFI=0.94, NFI=0.94, TLI=0.82). Table 2 summarized the goodness of fit indices, the factor loading estimates and the error variances. According to Brown (2010), completely standardized factor loadings of 0.3 (or 0.4) and above are commonly used to operationally define a “salient” factor loading. The indicators RC1, RC3 and RC4 had factor loadings of 0.92, 0.87 and 0.76 respectively and error variances of 0.84, 0.75, and 0.58 respectively. The average variance extracted (AVE) from the construct is 0.72. Thus, $AVE = 0.72 > 0.5$. These parameters are consistent with the position that these are reliable indicators of the construct of relational capital.

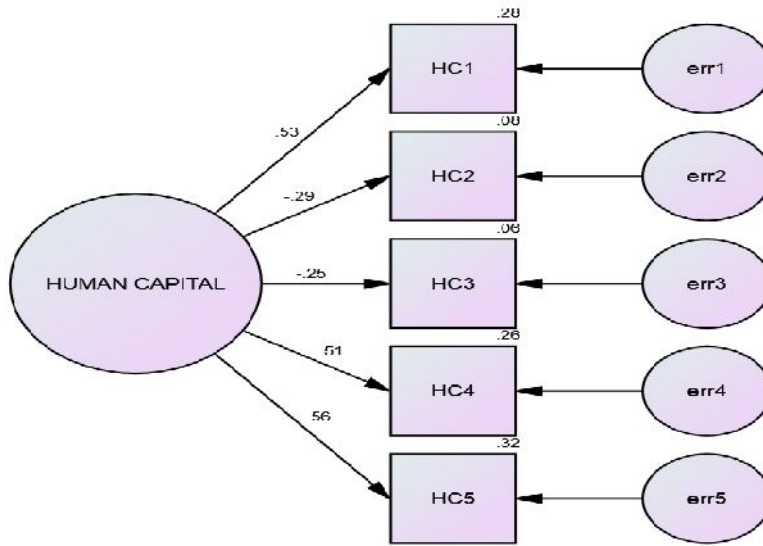


Figure 2: First Order Measurement Model of Human Capital

Table 3: First Order Measurement Model Analysis of Human Capital

Model	Chi-Square(df), Significance	NFI	TLI	CFI	RMSEA	Variable	Factor Loading Estimates	Error VAR
Human Capital	(5df) =36.26, P<0.002	1.05	1.03	1.00	0.08	HC1	0.53	0.28
						HC2	-0.29	0.08
						HC3	-0.25	0.06
						HC4	0.51	0.26
						HC5	0.56	0.32

Source: Amos 24.0 output on research data, 2019

The results of the goodness of fit indices indicated acceptable fit to the data for one-factor model (chi-square (5df)=36.26, $p < 0.002$, RMSEA=0.08, CFI=1.00, NFI=1.05, TLI=1.03). Table 3 summarized the goodness of fit indices, the factor loading estimates and the error variances. Factor loading estimates revealed that the three out of the five indicators were related to latent factor human capital and were statistically significant. The indicators HC1, HC4 and HC5 had factor loadings of 0.53, 0.51 and 0.56 respectively and error variances of 0.28, 0.26 and 0.32 respectively. The average variance extracted (AVE) from the construct is 0.28. Thus, $AVE = 0.28 < 0.5$. Estimated standardized parameters were statistically significant. These

parameters are consistent with the position that these are reliable indicators of the construct of human capital.

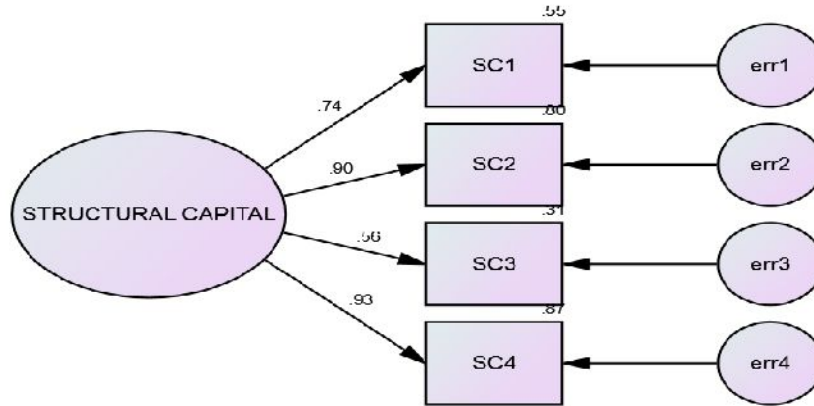


Figure 3: First Order Measurement Model of Structural Capital

Table 4: First Order Measurement Model Analysis of structural capital

Model	Chi-Square(df), Significance	NFI	TLI	CFI	RMSEA	Variable	Factor Loading Estimates	Error VAR
Structural Capital	(2df) =16.80, P<0.000	0.97	0.92	0.97	0.17	SC1	0.74	0.55
						SC2	0.90	0.80
						SC3	0.56	0.31
						SC4	0.93	0.87

Source: Amos 24.0 output on research data, 2019

The results of the goodness of fit indices indicated strong model fit to the data for one-factor model (chi-square (2df)=16.80, RMSEA=0.17, CFI=0.97, NFI=0.97, and TLI=0.92). However, the p value, $p < 0.000$ indicated acceptable fit, as the model was over-identified with two degree of freedom. Table 4 summarized the goodness of fit indices, the factor loading estimates and the error variances. Factor loading estimates revealed that the four indicators were strongly related to latent factor structural capital and were statistically significant. The indicators SC1-SC4 had factor loadings of 0.74, 0.90, 0.56 and 0.93 respectively and error variances of 0.55, 0.80, 0.31 and 0.87 respectively. The average variance extracted (AVE) from the construct is 0.64. Thus, $AVE = 0.64 > 0.5$. These parameters show that adding a covariance between the error terms for

SC1, SC2, SC3 and SC4 improved the fit. These parameters are consistent with the position that these are reliable indicators of the construct of structural capital.

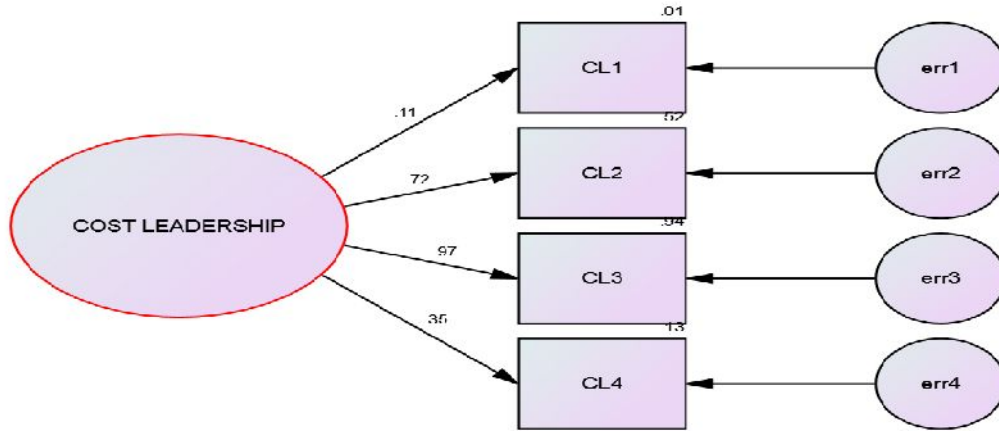


Figure 4: First Order Measurement Model of cost leadership

Table 5: First Order Measurement Model Analysis of cost leadership

Model	Chi-Square(df), Significance	NFI	TLI	CFI	RMSEA	Variable	Factor Loading Estimates	Error VAR
Cost Leadership	(2df) =10, P<0.005	0.95	0.87	0.95	0.13	CL1	0.11	0.01
						CL2	0.72	0.52
						CL3	0.97	0.94
						CL4	0.35	0.13

Source: Amos 24.0 output on research data, 2019

The figure 4 above, depicts the complete specification of the one factor model. The measurement model contained no double-loading and all measurement error was presumed to be uncorrelated. The model was overidentified with two degree of freedom (2df). Each of the goodness of fit indices suggested that one factor model fit the data, (chi-square (2df) =10, $p < 0.005$, CFI=0.95, NFI=0.95, TLI=0.87, RMSEA=0.13).

Factor loading estimates revealed that the four indicators were strongly related to latent factor cost leadership and were statistically significant. The indicators CL1-CL4 had factor loadings of 0.11, 0.72, 0.97 and 0.35 respectively and error variances of 0.01, 0.52, 0.94 and 0.13 respectively. The average variance extracted (AVE) from the construct is 0.40. Thus,

AVE=0.40<0.5. These parameters are consistent with the position that these are reliable indicators of the construct of cost leadership.

Test of Hypothesis

Table 6: Result of standardized and unstandardized regression estimate of the model.

S/N	Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark
1	RC CL (Hypothesis 1)	Relational Capital and Cost Leadership	-0.20	0.84	0.27	3.62	0.000	Not supported
2	HC CL (Hypothesis 2)	Human Capital and Cost Leadership	0.80	0.73	0.20	3.07	0.000	Not supported
3	SC CL (Hypothesis 3)	Structural Capital and Cost Leadership	0.25	0.64	0.19	2.51	0.000	Not supported

Source: Amos 24.0 output on research data, 2019

The hypothesized relationship was postulated in the study; stated in the null form of no relationship. The analysis was based on significance criteria of >0.3 (Brown, 2015); $r>0.7$ (Hair, Hult, Ringle & Sarstedt, 2016) and $p<0.05$.

Hypothesis One

H₀₁: There is no significant relationship between relational capital and cost leadership.

Table 6 illustrates the analysis for the association between relational capital and cost leadership of DMBs in Rivers State, Nigeria, where $\beta=-0.20$, $r=0.84$ and $p = 0.000$. The findings show a positive and significant association between both variables (where $\beta<0.3$, $r>0.7$ and $p < 0.05$). Thus, based on the criteria for null hypothetical statement acceptance ($\beta<0.3$, $r<0.7$ and $p > 0.05$); or rejection ($\beta>0.3$, $r>0.7$ and $p < 0.05$), the null hypothesis is rejected and restate that there is a positive significant relationship between relational capital and cost leadership of DMBs in Nigeria. Therefore, H₀₁ was not supported. This means that the presence of relational capital in deposit money banks in Rivers State will lead to cost leadership with other banks. Statistically, it shows that when relational capital goes up by 1 standard deviation, cost leadership goes up by -0.20 standard deviation. In other words, when relational capital goes up by 1, cost leadership

goes up by 0.84. The regression weight for relational capital in the prediction of cost leadership is significantly different from zero at the 0.005 level (two-tailed). Thus, it can be stated that the great focus of banks on customers' feedback drives their ability to compete favourably by bringing down its service charges. These results indicate that relational capital impacts significantly and is critical to the sustainable competitive advantage of deposit money banks in Rivers State, Nigeria, and implies that relational capital drives the banks' ability to effectively function with feedbacks gotten from customers. This position is corroborated by De Clereq and Sapienza (2006) posit that relational capital could reduce costs by increasing an organization's information processing capacity. Thus, trust in relationships among employees and with suppliers and customers facilitate both productive trade of data by decreasing the requirement for tedious and expensive observing and the compelling trade of data by expelling the apparent need to cover or conceal delicate data.

Hypothesis Two

H₀₂: There is no significant relationship between human capital and cost leadership.

Table 6 shows the analysis for the association between human capital and cost leadership of DMBs in Rivers State, where $\beta = 0.80$, $r = 0.73$ and $p = 0.000$. The findings show a very positive and significant association between both variables (where $\beta > 0.3$, $r > 0.7$ and $p < 0.05$). Thus, based on the criteria for null hypothetical statement acceptance ($\beta < 0.3$, $r < 0.7$ and $p > 0.05$); or rejection ($\beta > 0.3$, $r > 0.7$ and $p < 0.05$), the null hypothesis is rejected and restate that there is a positive significant relationship between human capital and cost leadership of DMBs in Nigeria. Therefore, H₀₂ was not supported. This means that surge in human capital is associated with increase in cost leadership. This finding agrees with Intan-Soraya and Chew (2010); Baer (2007); Romijn and Albaladejo (2002), that individuals/ organizations who are more open to new encounters and dangers have been appeared to contribute more to developing radical ideas which can influence the generation and implementation of such idea leading to incremental and radical cost leadership

Hypothesis Three

H₀₃: There is no significant relationship between structural capital and cost leadership.

Table 6 illustrates the analysis for the association between structural capital and cost leadership of DMBs in Nigeria, where $\beta = 0.25$, $r = 0.72$ and $p = 0.000$. The findings show a fair and significant association between both variables (where $\beta < 0.3$, $r > 0.7$ and $p < 0.05$). Thus, based on the criteria for null hypothetical statement acceptance ($\beta < 0.3$, $r < 0.7$ and $p > 0.05$); or rejection ($\beta > 0.3$, $r > 0.7$ and $p < 0.05$), the null hypothesis is rejected and restate that there is a positive significant relationship between structural capital and cost leadership of DMBs in Nigeria. Therefore, H₀₃ was not supported. This implies increase in structural capital is associated with increase in cost leadership. This finding agrees with Sofian, Rasid, Zaleha, Mehri and Muhammad (2011) who found that income and cost of value in a literature review that demonstrates that "enhancement and improvement in nature of data related to significance of profit through acknowledgment of structural capital leading to reduction of information asymmetry (information risk), and concurrently increases the investor's willingness to invest by eventually leading to reduction in cost of equity. Organizations seeking after a methodology of

cost initiative will profit more from the utilization of influence as far as the expanded managerial productivity which compares to be monitored by lenders. Porter (1985) proposed that cost initiative firms need to control costs firmly, avoid causing such a large number of costs from advancement or promoting and cut costs when selling their products/ services.

5.0 Conclusion

On the basis of its observations and the empirical evidence, this study observed that intellectual capital contributes significantly towards sustainable competitive advantage. The study affirms that dimensions such as relational, human and structural capital play significant and substantial roles in enabling cost leadership of deposit money banks in Rivers State, Nigeria.

5.1 Theoretical implications and Recommendations

The conclusions for this study reiterate the position of its adopted theoretical frameworks. The implications follow that the organizations market-base drive its potentials for sustaining competitive advantage. This aligns with the theoretical assertions and predictions of the market-based view. The evidence emphasizes on the adoption of orientations that seek out gaps and evident opportunities within the market, and through well-defined relational methods to initiate change.

Relational capital is necessary to sustain unwaveringness of clients and should be supported to mitigate negative threats and compete favourably with rivals; also, Deposit money banks should make effort to step up its standard of service so as not to suffer a negative perception in the psyches of customers, which may result in negating the gains from the cost leadership measure.

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Workplace Conflict Management Strategies and Organizational Performance

Dr. Miebaka Dagogo Tamunomiebi¹ and Nsirimovu, Ernest Alechi²

¹Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, P.M.B. 5080, of Port Harcourt, Nigeria

²Doctoral Candidate Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, P.M.B. 5080, of Port Harcourt, Nigeria

Abstract: *This paper examined work place conflict management strategies and how they affect organizational performance. The study was largely conceptual which is based solely on insights drawn from the analysis of the existing literature of different studies, periodicals and books related to the topic of study. The findings revealed that a good management-work place conflict strategy improves decision outcomes and groups productivity. It was equally revealed that effective conflict resolution strategy ensures good communication, time management, good cooperation and organizational performance. It was also shown that conflict resolution strategy helps to better good human relations between management and staff and reduces late coming, absenteeism and poor attitude of an employee towards work. It was thus concluded that it is very imperative for management of organization to understand their organization and know the strategy or method of conflict resolution to use as to blend with the particular conflict situation.*

Keywords: *Conflict, conflict management, conflict management strategies, organizational performance*

INTRODUCTION

The structurally differentiated character of contemporary work–organizations, whether in the manufacturing or service industry inevitably generates conflicts of interest. These conflicts of interests arise in groups because of the scarcity of freedom, position and resources (Hotepo, Asokere, Abdul-Azeez & Ajemunigbohun, 2010). Workplace conflict is thus endemic despite the best of management practices in organizations and manifests in various forms as an intrinsic and unavoidable feature of employment relationship. It is by nature an ever-present process and more likely to occur in hierarchical organizations where people with divergent view, opinion and background interact. Awan and Anjum (2015) says that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict.

Conflict refers to a situation in which there are incompatible goals, cognition or emotion within or between individuals or groups that led to opposition (Uya, 1992). This definition recognises three basic types of conflict; goal conflict which arises when the desired outcomes are incompatible between groups, cognitive and affective conflict. Cognitive conflict arises as a result of incompatibility of ideas, affective conflict on the other hand usually arise when there is an incompatibility in emotions. Conflict can also arise when two or more values, perspective and

opinions are contradictory in nature and have not been agreed upon. Conflict has both positive and negative effect on organization that is why there is a need for effective conflict management strategy.

Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. It is on the background that Awan and Anjum (2015) asserted that a negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance. Unmanaged conflict promotes dysfunctional communication and poor behavior among staff. Poor behavior on the part of one employee has the power to affect overall employee morale, which results in lower productivity. According to Dana (2000), "conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees." In the health care industry, patients' health and even their lives can be affected by unmanaged conflict.

Awan and Ibrahim (2015) contend that if the individuals do not have the communication or inter-personal skills to resolve their disputes, the conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having the communication skills to address their disputes, their leaders often lack the necessary skills to be effective in conflict resolution. Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee morale and employee satisfaction. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflict.

Akanji (2005) opined that constructively managed conflict induces a positive performance, while destructively managed conflict heats up the work environment to bring about dislocation and polarization of the entire group with reduction in productivity and job performance. This is suggestive that a well-managed conflict aims at the improvement of organizations for the purpose of stimulating performance in the work-situation. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions. Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011).

However, conflict in work-relations is not an aberration, since it creates or provides an opportunity for correction and reconciliation for the betterment of both the organization and the workers (Osad & Osas, 2013). According to Kazimoto (2013), workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempt to achieve objectives in an organization. It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment.

Conflict management refers to attempt to control or regulate conflict through a number of measures. Conflict management strategies refer to the internal mechanisms used by the various

authorities in resolving conflict (Adeyemi and Ademilua, 2012). Albert (2001) averred that there are productive and destructive conflicts. A conflict is said to be positive when it is constructively discussed by the parties and amicable terms for settlement reached. Constructively managed conflict induces a positive performance while poorly managed conflict heats up the environment to bring about 'dislocation of the entire group and polarization, reduced productivity on job performance, psychological and physical injury, emotional distress and inability to sleep, interference with problem activities, escalation of differences into antagonistic position and malice and increased hostility (Akaniji, 2005). Through conflict management a cooperative atmosphere is created for promoting opportunities and movement directed towards non-violent, reconciliation or basic clashing interest (Uchendu, Anijaobi & Odigwe, 2013).

Awan and Anjum (2015) argue that a negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance. Unmanaged conflict promotes dysfunctional communication and poor behavior among staff. Poor behavior on the part of one employee has the power to affect overall employee morale, which results in lower productivity. According to Dana (2000), "conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees." In the health care industry, patients' health and even their lives can be affected by unmanaged conflict. With the permanent nature of conflict in work-relations, high performance organizations will be those that may constantly develop the appropriate methods of managing conflict to achieve set-standards and goals. As is now established, the Nigerian organizations have for a long time been concerned with the effect of conflict management on business performance in the country. However, empirical validation of findings across industries is very limited at best. The available few studies within the country have concentrated mainly on other conflict management approaches. But this study tends to focus on accommodation, conciliation an alternative dispute resolution (ADR). Thus, the broad objective of this empirical study is to explore the impact of workplace conflict management strategies on organizational performance.

LITERATURE REVIEW

Theoretical Foundation

This study will anchor on early conflict management model. This theory was propounded by Blake and Mouton in 1964. The theory explained styles for handling interpersonal conflicts into five types: forcing, withdrawing, smoothing, compromising, and problem solving. In the 1970's and 1980's, researchers began using the intentions of the parties involved to classify the styles of conflict management that they would include in their models. The model based on the concerns of the parties involved in the conflict. The combination of the parties concerned for their own interests (that is, assertiveness) and their concern for the interests of those across the table (that is, cooperativeness) would yield a particular conflict management style. Pruitt called these styles yielding (low assertiveness/high cooperativeness), problem solving (high assertiveness/high cooperativeness), inaction (low assertiveness/low cooperativeness), and contending (high assertiveness/low cooperativeness). Pruitt argues that problem-solving is the preferred method when seeking mutually beneficial options. The relevance of the theory to the study is that it stresses on ways of handling conflicts in an organization.

Workplace Conflict

Akanji (2005) in Olukayode (2015) opined that constructively managed conflict induces a positive performance, while destructively managed conflict heats up the work environment to bring about dislocation and polarization of the entire group with reduction in productivity and job performance. This is suggestive that a well-managed conflict aims at the improvement of organizations for the purpose of stimulating performance in the work-situation. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions. Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011). Awan and Ibrahim (2015) contend that if the individuals do not have the communication or interpersonal skills to resolve their disputes, the conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having.

Conflict management involves implementing certain strategies to eliminate the negative aspects of conflict, increase the positive aspects of conflict and to enhance performance and effectiveness in an organised setting (Edwin, 2013). Further, conflict management serves the role of enabling groups develop conflict resolution skills such as managing conflict, finding self-awareness about the types of conflict and effectively communicating while in conflict with a team member. As a result, conflict management, when implemented within the organisation, reduces the levels of employee dissatisfaction, high employee turnover and absenteeism and increases productivity, creativity and innovation hence the organization can gain a strategic management.

The communication skills to address their disputes, their leaders often lack the necessary skills to be effective in conflict resolution. Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee morale and employee satisfaction. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflict. In organization a serious problem can be conflicts that are very serious. This is the bad practice that will be impossible for the workers to at the same place for work. With the permanent nature of conflict in work-relations, high performance organizations will be those that may constantly develop the appropriate methods of managing conflict to achieve set-standards and goals. As is now established, the Nigerian organizations have for a long time been concerned with the effect of conflict management on business performance in the country. However, empirical validation of findings across industries is very limited at best (Olukayode, 2015).

Workplace Conflict Management Strategies

Accommodating Strategy

The Thomas-Kilmann Conflict Mode Instrument illustrates that of the five conflict styles, accommodating or harmonizing, is viewed as the "peacekeeper" mode as it focuses more on preserving relationships than on achieving a personal goal or result. However, in a dispute this creates a lose/win relationship where the accommodating party may make a choice to acquiesce

to the needs of the other, sometimes out of kindness and sometimes to avoid conflict or stress. "Giving in" and letting the other person "take" is the result when this choice is made. While this may be seen as a weak or non-productive position there are situations when this approach is preferable and will gain more for a person than by taking a strong position. It can be both a productive and unproductive strategy in the "give and take" process (Thomas & Kilmann, 1976).

Accommodating involves minimising or suppressing real or perceived differences while focusing on the other's views of the situation. A manager using accommodating style of conflict management has more concern for the needs of the other party than his own. According to Schermerhorn (2000) cited in Momanyi and Juma (2016), a person using accommodating style of conflict management tends to be co-operative but assertive. They agree to the wishes of others, smoothing over or overlooking differences to maintain harmony. Accommodation results in a lose-win solution and a good relationship between parties are created. According to Hellrigel and Slocum (1996) cited in Momanyi and Juma (2016), this relationship is created when people appeal for co-operation and try to reduce tension and stress by offering reassurance and support for the other person's views.

Conciliation

Conciliation is a process that entails a third party seeking to bring the disputants together to settle the conflict/dispute. To resolve a dispute/conflict the conciliator tries to facilitate communication between the parties within the seven days as stipulated by the law. The procedure may, like negotiation, not be governed by laid down procedural rules. Often conciliation will not necessarily focus on settlement; rather it may focus on the sharing of information and identification of issues and options for settlement (Elliot, 2015). This procedure involves building a positive relationship between the parties of dispute (Sgubini, 2004 cited in Nsirimov, 2017). A 'conciliator' is a neutral person that assists the parties by driving their negotiation and directing them towards a satisfactory agreement. It is useful where there is a need to build satisfactory relationships. The conciliator works under a procedural on how to secure settlement and must demonstrate impartiality in settlement of disputes. The conciliators are given seven days to achieve result, although the time can be extended.

ADR Alternative Dispute Resolution

ADR is commonly defined as any process or procedure for resolving a dispute other than adjudication by a judge in a statutory court (ADB, 2002), cited in The World Bank Group (2011). The consensual nature of either opting for dispute resolution or deciding the outcome of a dispute by the parties is a cornerstone element of ADR. Because it encompasses a large number of different methods for dispute resolution, we draw upon a set of general indicators, as well as some historical background to equip the reader with a tangible conceptual understanding of alternative dispute resolution, The World Bank Group (2011). Achieving equity, efficiency and expertise outside formal, established courts through alternative means is not a recent idea. Early forms of conciliation and amicable settlement at the roots of modern-day ADR already reveal its primary motivation realizing equity between two fighting parties. Seeking compromise by moderating contradictory or competing interests reflects the human preference for reconciliation over confrontation. In avoiding open dispute and the often violent consequences of coercive force in executing a judicial decision disputing parties tend to recognize the advantage of pursuing commonalities rather than differences. This is often helped by the technical, expert-

based nature of alternative dispute resolution. More efficient, ADR also enjoys economic advantages over formal court proceedings, being typically more expeditious and less costly than court proceedings, The World Bank Group (2011).

Organizational Performance

The term “performance” is often used to assess the work done by an enterprise and to assess competitiveness. In literature there is a unified vision about performance concept and especially the business performance concept. Definitions of this concept may be abstract, general, less defined, or clearly defined. Organization performance has been the most important issue for every organization be it profit or non-profit one. It has been very important for manager to know which factor influence an organization’s performance in order for them to take appropriate step to initiate them. However, defining, conceptualizing and measuring performance have not been easy task. Researchers among themselves have different opinion and definition of performance which remains to be a continues issues organizational researchers (Barney, 2008). For example, according Javier (2007), as cited in Nikbin *et al* (2010), performance is equivalent to famous three Es (ie economy, efficiency and effectiveness of a certain program or activity). According to Farlex (2012), it is the actual output/results of an organisation obtained when measured against its intended outputs (goals and objectives). Richard et al. (2009) as cited in Raja, Furqan and Muhammad (2011) propose that organizational performance encompasses three specific areas of organizations’ outcomes financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return performance (total shareholder return, economic value added, etc.), which are the three primary outcomes of corporate organisations being analyzed. However, production capacity performance is another factor of analysis for organizations.

Measures of Organisational Performance

Productivity

Keitany and Riwo-Abudho (2014) defined productivity as an economic measure of output per unit of input. Inputs include labor and capital, while output is typically measured in revenues and other components such as business inventories. Productivity measures may be examined collectively (across the whole economy) or viewed industry by industry to examine trends in labor growth, wage levels and technological improvement. Besides that, Tikkala (2012) defined productivity as ability of an organization to utilize its available resources in order to produce profitable goods or services as desired by customers or clients. It is the productivity that measures the performance of an organization and it can also be used for companies themselves in order to assess their own progress. Productivity increases the overall efficiency of an organization. When the efficiency of the organization increases, the production capacity of the company is utilized to the optimum level. Thus, all resources are used in an effective and efficient manner to get the best possible results.

Perceived quality

Perceived quality can be defined as the customer’s perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives (Olivella, Olivella, Cuatrecasas & Gavilan, 2008). Perceived quality is a first perception by customers. It thus differs from several related concept, such as:

- Actual or objective quality: The extent to which the product or service delivers superior service
- Product-based quality: The nature and quantity of ingredients, features or services included
- Manufacturing quality: Conformance to specification, the "zero defects" goal

On the other hand, Czabke (2007) explains that, Perceived quality is an intangible, overall feeling about a brand. However, it usually will be based on underlying dimensions which include characteristics of the products to which the brand is attached such as reliability and performance. To understand perceived quality, the identification and measurement of the underlying dimensions will be useful but the perceived quality itself is a summary, global construct. In manufacturing world, quality is the expectations of customers to grow day by day, it is very important for a business to continually improve the quality of the products and services it has to offer (Heras, Casadesus & Ochoa, 2011). High standards do not just happen by chance. It evolves over some time as a result of experience. Organizations can improve and secure their future by engaging in a process of continual improvement and adopting new processes of conformity assessment.

Workplace Conflict Management Strategies and Organisational Performance

Emmanuel, Babatunde, Nanle and Olalekan (2015) investigated the effect of conflict management on the performance of financial service organisation in Nigeria. Their study employs descriptive research design and uses questionnaire to collect data from 8 (eight) employees of the bank. The study reveals that a significant positive relationship existed between conflict management and organisational performance. Okike, Akalabi, Magaji and Sonubi (2015) examined the effect of conflict management on organisational performance of banks in Nigeria. The explores a descriptive survey design through the use of questionnaire. And was tested using regression model. The study found a significant relationship between conflict management and organisational performance. On the attempt to analyse the impact of workplace conflict and organisational performance in Nigerian manufacturing firms, Olukayode (2015) used a descriptive and inferential statistics to analyse the questionnaires designed. Exploring spearman ranked correlation analysis, the results of the empirical test showed a significant positive relationship between conflict management strategies and organisational performance.

Hotepo (2010) investigate the effect of organizational conflict on organizational performance. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees. Uchendu, Anijaobi-Idem and Odigwe (2013) examined the relationship that exists between principals' conflict management and organizational performance in Cross River State, Nigeria. The authors employed questionnaire to gather their data. The instrument was a 4 point Likert type scale consisting 32 items. Pearson Product Moment Correlation Coefficient Analysis was used in analyzing the data. The result of the analysis revealed that, there is a significant relationship between principals' conflict management in terms of teacher-teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict

(PTC) and organizational performance. Kazimoto (2013) analyzed the elements of a conflict management process and leadership organizational change and the benefits of managing conflict. The author concludes that leadership approaches are the key important factors for conflict management. The study recommends that managers in various organizations should encourage open communication policy, so that all employees get the right information at the right time.

Min-Chih, Ching-Ting, Huo-Tsan Chang and Yu-Yuan Ko (2010) examined the relationship conflict has a greater impact on learning performance than does process conflict. The effects of dysfunctional conflict on learning performance in a Chinese cultural context were explored with cognitive style as a moderator. The results of their analysis show that the relationship between process conflict and learning performance is quadratic. In addition, it was discovered that relationship conflict has a greater effect on learning performance than does process conflict. Mukolwe, Korir, Eliza, Milka, and Musyoki (2014) investigated the effect of interpersonal conflict on organizational performance of selected hotels in Kisii town. The study employed both descriptive survey and explanatory research designs and targeted a population of 368 employees of purposively selected hotels. The data was analyzed using descriptive and inferential statistics while multiple regression was used to test the hypotheses. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organizational performance respectively, while outcomes of interpersonal conflict do not significantly affect organizational performance.

CONCLUSION

The study investigated the impact of conflict management on organizational performance in a reforming and developing economy. Review of literature provided strong evidence of integrative conflict management strategies and their relationship with organizational performance. The present study empirically reinforced the results of previous studies with regard to the link between workplace conflict management and business performance. The study also highlighted the importance of integrative conflict management as a technique of changing from the destructive status of conflict situation to constructive handling of conflicts in the enhancement of organizational performance in the workplace.

RECOMMENDATIONS

Although conflicts have both negative and positive effects, the management and the employees should work towards achieving the positive effects rather than the negative. In the light of the paper findings and conclusions above, the researcher hereby recommends the following suggestions:

- i. That management should encourage a free flow of communication between the management and the employee.
- ii. Management should encourage and promote interpersonal relationships among co-workers to improve on their morale
- iii. There is need for constant dialogue between management and the employees to clarify issues and exchange ideas.
- iv. Management should re-orient employees on the effect of conflict on organizational performance.

- v. Group interaction and activities should be followed up so as to ensure a degree of functionality compatible to conflicts. Positive conflicts will only be possible if particularities of the organization are analyzed.
- vi. Efforts should be made by the management to organize seminars/workshops on organizational conflict management from time to time for the employees. This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness.
- vii. Finally, good leadership on the part of management and employee representatives can be a strategy for preventing conflicts.

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Incentives on Performance and Organizational Performance of Deposit Money Banks in Port Harcourt

Isioma Victory Enebeli

Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, P.M.B. 5080, Port Harcourt, Nigeria | Email: isioma.enebeli1@gmail.com

Abstract: *This study examined the relationship between incentives on performance and organizational performance of Deposit Money Banks in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was 113 employees of 19 of Deposit Money Banks in Port Harcourt. There was no need for sampling because the population was small. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is a significant relationship between incentives on performance and organizational performance of Deposit Money Banks in Port Harcourt. The study thus recommends that Deposit Money Banks should provide equitable incentives to their workers, as happy workforce tends to work hard by putting in their best to achieve organizational goals. In conclusion, an effective reward system aimed at increasing employees' job satisfaction is recommended in these organizations.*

Keywords: *Incentives, Performance, Organizational Performance of Deposit Money Banks*

INTRODUCTION

Incentives are considered one of the most important factors that encourage workers to put forth great efforts and work more efficiently. It is because incentives and reward system direct workers capabilities into more efficiency in their work in an attempt to achieve the institution's goals (Gana and Bababe, 2011). In addition, the absence of the suitable incentives may negatively affect the hardworking employee's performance; it may also weaken their productivity at work which decreases the chances of attaining the promising goals of the institution (Palmer, 2012). Being a major element in tourism industry, it is necessary for travel and tourism organizations to provide incentives to motivate their employees. Such incentives are a significant factor in encouraging employees and increasing their enthusiasm at work which results in improving the general performance and increasing the productivity.

Adequate incentives have been found to be one of the means through which organization can adopt to motivate and increase their workers' performance. There are many studies in the literature, which examine the monetary and nonmonetary incentives and their effects on organizational variables (Al-Nsour, 2012; Scheepers, 2009). Incentive programs are put in place by various organisations to compensate and reward performance of employees who perform more than expectation (Schiller, 1996). Incentive packages are financial or non-financial rewards

offered to employees to compel them to exert more effort into any giving task (National Commission on Productivity and Work Quality, 1975). Incentives is a force that cause employees to behave in certain ways and on any given day, they may choose to work as hard as possible at a job, to work just hard enough to avoid a reprimand, or to do as little as possible (Griffin, 2002). Meanwhile, incentives are designed to get the maximum performance from the employees and help retain the most productive among them (Arnold, 2013). Organization can consider a variety of ways to reward the employees for their work performance, but an organization need to consider using the best employee incentives to get the desired results. Incentives are an instrumental drive towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any giving task (Condly *et al.*, 2003). High productivity may be determined by workers employees' ability to work and therefore employees that are not well rewarded produce less (Koontz, 1984). Luthans (1998) divided these incentives into monetary incentives and non-monetary incentives which is also known as financial or non-financial incentives. This study therefore examines the relationship between incentives on performance and organizational performance of deposit money banks in Port Harcourt. Furthermore, this study was guided by the following research questions:

- i. What is the correlation between incentives on performance and service delivery of deposit money banks in Rivers State?
- ii. What is the correlation between incentives on performance and growth of deposit money banks in Rivers State?

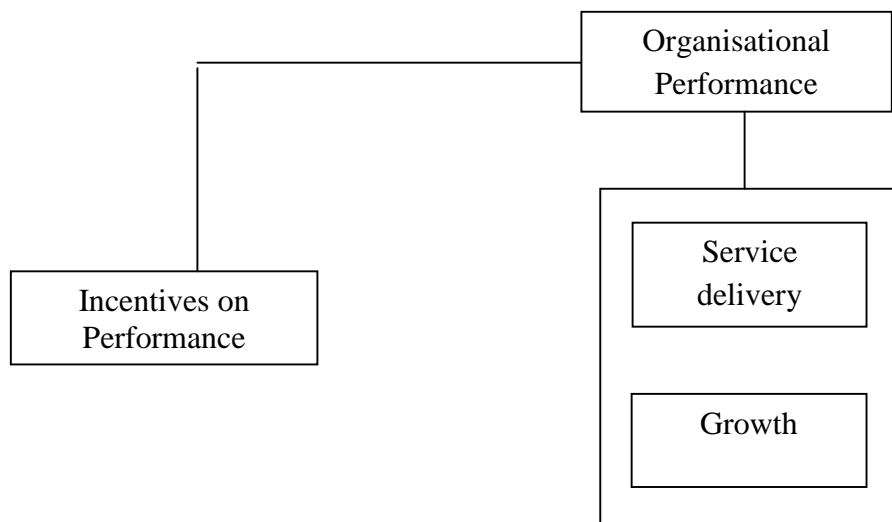


Fig.1: Conceptual Framework for the relationship between incentives on performance and organizational

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Contingency Theory

The contingency theory, which is also known as known as best fit HRM, there are no universal prescription of HR policies and practices. It is all contingent on the organization's context, culture and its business strategy (Wright & Snell, 2005). Contingency scholars have argued that HR strategy would be more effective only when appropriately integrated with a specific organizational and environmental context. The best fit theory emphasizes the importance of ensuring that HR strategies are appropriate to the circumstances of the organization, including the culture, operational processes and external environment. HR strategies have to take account of the particular needs of both the organization and its people. It explores the close link between strategic management and HRM by assessing the extent to which there is vertical integration between an organization's business strategy and its HRM policies and practices (Schuler & Jackson, 1987; Dyer, 2005). Wright, McMahan and McWilliams (1994) state that vertical integration between business strategies or the objective of the business and individual behavior and ultimately individual, team and organizational performance is at the fore of core models of SHRM. Inherent in most treatments of fit is the premise that organizations are more efficient and/or effective when they achieve fit relative to when a lack of fit exists (Legge, 2005). This vertical integration or 'fit' where 'leverage' is gained through procedures, policies and processes is widely acknowledged to be a crucial part of any strategic approach to the management of people (Dyer, 2005). The best fit therefore ensures an explicit link or relationship between internal people processes and policies and the external market in business strategy, and thereby ensures that competences are created which have a potential to be a key source of competitive advantage (Wright, Gardner & Allen, 2005). According to the contingency approach, SHRM is not the ultimate factor that contributes to improved firm performance; it has to be integrated with other factors and the impact of HR practices in firm performance is conditioned by an organization's strategic posture. A firm's approach to competition depends on, or makes use of the talents and capabilities of employees, then HR practices would be more likely to have an impact on performance; otherwise the connection between HR and performance might be minimal.

Incentives on Performance

Financial incentives are a core feature of most workplaces. One of the most common incentive systems are performance-incentive systems, also referred to as pay-for-performance (Cadsby, Song & Tapon, 2007) or merit-based pay (Castilla, 2008). Performance incentives are typically defined as rewards that are provided to employees if they meet or exceed a specific standard in a targeted task (Shomstein & Johnson, 2013). Performance incentives are practically ubiquitous across diverse occupations and industries: sales agents receive a bonus for sales, call center employees earn more for each call, and CEOs receive stock options based on quarterly performance. In 2017, about 90% of top-performing companies in the U.S. used performance incentives to motivate their employees (Jakobson, 2017). Performance incentives are also thought of as a means to solve a problem called an 'agency dilemma.' Agency dilemmas tend to occur when employees (i.e., an agent) invest effort on behalf of an organization (i.e., a principal), because their personal interests are often misaligned with organizational interests (Eisenhardt,

1989). For example, employees might want to do the least amount of work required whereas an organization would prefer that employees go above their normal job description and perform as optimally as possible. One solution to this dilemma is to reward employees for their performance (e.g., selling as many cars as possible) as opposed to rewarding them for their engagement in a task (e.g., being at work from nine to five; Laffont & Martimort, 2009). In sum, organizations use performance incentives to align employees' interest to that of the organization and to motivate them to give their best effort (Lazear, 2000).

Organizational Performance

Organisational performance as a concept is different from the broader construct of organizational effectiveness. According to Venkatraman and Ramanujam (1986), the broader construct covers three overlapping concentric circles, with the largest representing organizational effectiveness. The organizational effectiveness covers all aspects related to the functioning of the organization (Cameron, 1986a). Business performance or firm performance is a subset of organizational effectiveness that covers both operational and financial outcomes.

Measures of Organizational Performance

Growth

The growth demonstrates a firm's past ability to increase its size (Whetten, 1987). The growth in the size, even at the same profitability level, will increase its absolute amount of profit and cash generation. Larger size of firms also may bring economies of scale and market power, leading to enhanced future profitability of firms. Rajesh Ramkumar *et al.*, (2015) pointed out that the development of financial markets has significant impact on economic growth. The stock indices, apart from being an indicator of the market movements, serve as a benchmark for measuring the performance of stocks under that index (Selvam *et al.*, 2012). Employee Satisfaction refers to employees' satisfaction with their roles and responsibilities, the work environment, and their experiences with management. It is necessary to find out what mix of benefits matters most to them, and what skills they wish to acquire as they develop their careers.

Service Delivery

Selvam (1992) stressed that the efficiency service delivery (Customer Satisfaction) of corporate need to be evaluated from the view point of passengers (Customer), operators, bus crew / managers, government, public or personal observation. Customer and employee satisfaction are two further aspects to be considered in all contexts. Customers want companies to provide them with goods and services that match their expectations (Fornell *et al.*, 1996). The customer is the focus point to improve the business (Selvam, M., 2005). The companies must understand the needs of a customer avoid defects and improve the perceived quality of the services, in a competitive era and add value to their offerings. Customer satisfaction increases the willingness-to-pay and in the process, the value is created by a company (Barney & Clark, 2007). Environmental performance indicator is an analytical tool, to compare various plants in a firm or various firms in an industry, with respect to certain environmental characteristics. Strategy is the approach selected to achieve defined goals in the future. According to Chandler (1962) it is: 'The determination of the long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals.'

Relationship between Incentive on Performance and Organisational Performance

Odeh's and Awad's study tried to identify the quality and role of incentives, given to the employees at Nables hospital in Palestine, in enhancing the employees' performance. The results showed that the majority of employees agree that there are very few moral and concrete incentives; however, the results showed that there is no direct relationship between the incentives and the employees' performance. Al-Nsour (2012) conducted a study aimed to investigate the impact of financial and moral incentives on organizational performance for the employees of the Jordanian Universities. This study aims at identifying the role of the Jordanian universities in meeting the employees' societal needs, knowing the implemented incentives approach and knowing the level of performance in the Jordanian universities. The study found that there is an adequate level of incentives provided to employees. Financial incentives ranked in 1st place while moral incentives ranked in the 2nd place. In addition, it was found that there is a high level of organizational performance. Customer satisfaction ranked in the 1st place, internal business process in the 2nd place followed by learning and growth. There is relationship between financial & moral incentives and organizational.

Al-Fares (2011), on the other hand, attempted to clarify the relationship between the incentives methods employed in four public institutions. He found that there is a strong relation between the incentives and loyalty towards the organization which, as a result, affects the performance at work. The study recommended that there should be more attention devoted to developing the incentives given to the employees as to enlist the employees to become activists in the institution.

A successful organization is the one which can efficiently exploit its employees' skills and qualifications. Therefore, scholars have worked hard as to come up with a comprehensive description of how to enhance the professionalism of the employees and how the administration chooses active individuals, and also how to connect the institutions' goals to the personal objectives of the individuals which will improve their performance. It is plausible to say that successful organizations set an active incentive system capable of affecting the employees' performance in a way that pushes them into working harder and maintaining the goals of the institution. In addition, it is noticeable that motivating employees may help them to overcome a lot of their obstacles at work (Palmer, 2012).

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

H₀₁: There is no significant correlation between incentives on performance and service delivery of deposit money banks in Rivers State.

H₀₂: There is no significant correlation between incentives on performance and profitability of deposit money banks in Rivers State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was 113 employees of 19 of Deposit Money Banks in Port Harcourt. There was no need for sampling because the population was small. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson

Product Moment Correlation with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Incentives on Performance and Service Delivery

		Incentives on Performance	Service Delivery
Incentives on Performance	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	103	103
Service Delivery	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	103	103

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

Source: IBM SPSS Analysis Result, 2019

Table 1: displayed the test result of hypothesis three. The table revealed a significant positive nexus between I.O.P and SD with a Pearson correlation coefficient value of 0.925 p-value = 0.000. The implication of this is that there exist a very strong positive nexus between incentives on performance and service delivery

Decision

Since the p-value (0.000) < (0.05), the null hypothesis was not supported

H₀₂: There is no significant correlation between incentives on performance and service delivery of deposit money banks in Rivers State.

Table 2: Correlation for Incentive and Organizational Performance

		Incentives On Performance	Growth
Incentives on Performance	Pearson Correlation	1	.992**
	Sig. (2-tailed)		.000
	N	103	103
Growth	Pearson Correlation	.992**	1
	Sig. (2-tailed)	.000	
	N	103	103

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

Source: SPSS Result of Field Survey, 2019.

Table 2 displayed the test result of hypothesis five. The table revealed a significant positive nexus between incentives on performance and growth with a Pearson correlation coefficient

value of 0.992 p-value = 0.000. The implication of this is that there exist a very strong positive nexus between incentives on performance and growth

Decision

Since the p-value (0.000) < (0.05), the null hypothesis was not supported

DISCUSSION OF FINDINGS

Empirical findings of this study support the existence of relationship between incentives on performance and organisational performance of deposit money banks studied which operate in Rivers State. The findings support the position of the study by

CONCLUSION AND RECOMMENDATIONS

This study concluded that incentives on performance significantly predict service delivery of deposit money banks in Rivers State. Incentives on performance significantly predict growth of deposit money banks in Rivers State. The study thus recommends that Deposit Money Banks should provide equitable incentives to their workers, as happy workforce tends to work hard by putting in their best to achieve organizational goals. In conclusion, an effective reward system aimed at increasing employees' job satisfaction is recommended in these organizations.

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Advertising Appeal Strategies and Customer Loyalty in Nigerian Brewery Industry in South-South, Nigeria

Udeze, Aniemeka Samuel and Oko, Williamson Kue

Department of Marketing, Ignatius Ajuru University of Education, Rivers State

Abstract: *This study examined the relationship between advertising appeal strategies and customer loyalty in Nigerian Brewery Industry in south-south, Nigeria. Survey was drawn from customers/consumer of breweries brand in federal universities in South-south (university of Port-Harcourt, university of Calabar, and university of Benin). The data collection instruments were above 0.70. Pearson product moment correlation coefficient was used in testing hypotheses 1 to 5 using statistical package for social science (SPSS) version 22.0. Result shows that sex appeal and humor appeal have a very strong positive significant impact on repeat purchase. But fear appeals have a very weak positive relationship with repeat purchase. This implies that the older a consumer, the lesser the impact of advertising appeals on his/her loyalty to a brand's advert. The study recommended that brewery firms should employ the service of seasoned advertising firms or personnel that can drive consumer via their advert message devoid of offence and invest more on sex appeal to boost and earn customer loyalty.*

Keywords: *Humor Appeal, Fear Appeal, Sex Appeal, Customer Loyalty.*

INTRODUCTION

Advertising is ranked among critical commercial tools or factors in the contemporary competitive business environment that boast product patronage (Lin, 2011). Advertising creates product awareness; project corporate image and position the product and persuade customers through message appeal. Kotler (1997) as cited in Lin (2011), appeal is the heart of an advertisement because of its driving force. Appeal represents the target market degree of attraction and arouses consumers' desire to purchase that product. Advertising appeal creates positive impact on consumers attitude toward the product advertised.

Thorson and Leavitt (1992) as cited in Lin (2011) assert that advertising stimulates product patronage and enhances customer loyalty. Advertising appeal is a conscious practice targeted at attracting consumers' attention and to change such consumers' perception of the product if different from that of the advertiser and build a specific psychology for that product (Schiffman and Kanuk, 2007). This shows that advertising appeal is capable of converting a potential customer and retains existing customers thereby making them loyal to the product.

Increase in the frequency of an advert result to increase in brand recall, purchase intention and customer loyalty (Khuong, Hoa and Nguyen 2016). Khuong et al (2016) assert that irrelevant and disfavoured advertisement appeal will lead to customer disloyalty irrespective of its seemingly message drive. Hence, the choice of advertising spokesperson is critical to appeal functionality and product liking.

Numerous studies have been carried out on some aspect of advertising appeal strategies, placing emphasis on advertising. E.g. Kenechukwu, Asemah and Edegoh (2013) studied “behind advertising: the language of persuasion” and found a correlation between advertising appeal and customer loyalty. Chahal and Kaur (2015) examined appeal in green advertising: a case study of factors affecting the persuasiveness of appeal and proved that fear and environmental related appeals affect customer satisfaction and loyalty. Nwankwo *et al.* (2013) focused on factors influencing customer loyalty toward online shopping indicated that scarcity, snob, and sex appeal influence customer loyalty but at varying degree. These studies were conducted in other countries of the world and Nigeria but not in south-south. It is however not clear whether these findings are applicable to the brewery industry in South-south. In this study sex, humor and fear appeal will be employed because they appear more in literature.

Firms naturally strive to acquire and importantly keep the valuable customers. This save costs and build relationship. Kheng, Mahamad, Ramayah, and Mosahab (2010) opined that customer loyalty reflects in repeat purchase and referrals. Pratiminingsil *et al.* (2003) added purchase intention. In context, South-south is densely populated with luxury minds accompanied with high level of demand for breweries products from different market segment: infants, youths to adult, advertising appeal is expected to create brand awareness, attract new customers, boost patronage and plant customer loyalty but rather otherwise. Different customers have different emotional or psychological state and what type of appeal that really influence and spur their loyalty is not well defined. This has posed great challenge to the brewery industry. Thus, the aim of this study is to determine the extent to which advertising appeal strategies of the brewery firms in south-south affect customer loyalty. However, the specific objectives were as follows:

- To determine the extent to which humor appeal affects customer loyalty.
- To determine the extent to which fear appeal affects customer loyalty.
- To determine the extent to which sex appeal affects customer loyalty.

The following research hypotheses were admitted in this study

- Ho₁: Humor appeal has no significant relationship with repeat purchase.
Ho₂: Fear appeal has no significant relationship with repeat purchase.
Ho₃: Sex appeal has no significant relationship with repeat purchase.

Operational Framework

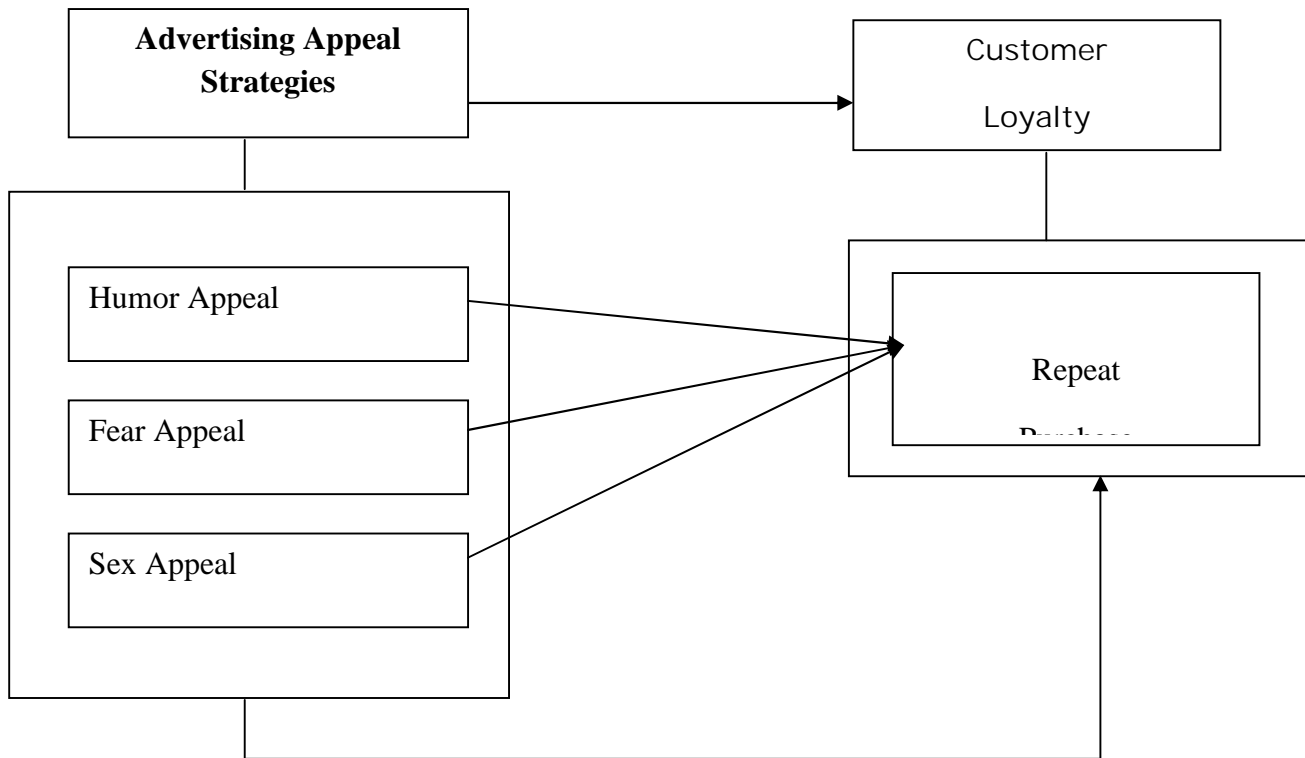


Fig. 1.1 Operational Framework of the Study

Source: Literature review (2019)

LITERATURE REVIEW

Theoretical Foundation

Persuasion Theory

The theory holds that individual customer's behaviour can be altered or reshaped by affecting their cognitive precursors. Balotito (2012) argues that consumers will purchase a specific offer when an ad advert message appeals to their emotions and general sensibilities. Persuasive advertising is worthwhile in the face of intense competition with the drive of building a selective demand for an offer (Kotler & Armstrong, 2006). An individual will only access persuasion knowledge when he/she desired to understand advertisements, sales presentation or behaviour of the service providers. Consequently, brand prestige is critical because a consumer's degree of association and respect he/she has for a brand is translated to its advert (Friested & Wright, 1994).

Advertising Appeal Strategies and Customer loyalty

Advertising appeal strategies are different approaches at the disposal of the advertiser that could be used to attract the attention or interest of the consumers and influence their feelings towards that offer or cause (Asiegbu & Igwe, 2012). Khuong *et al.* (2016) titled the effect of television commercial on customer loyalty- a mediation analysis of brand awareness conducted in Ho Chi Minh city, Vietnam revealed via multiple regression test that music, humor, and trust positively affect brand awareness and customer loyalty. It was also established that the degree at which a customer is exposed to his/her service provider's advertising message, the more loyal her/she become to that brand or product. Advertising appeal strategies build customer trust and satisfaction and trust has longer influence on future relationship (Dan, Donald & Rao, 2009).

Lin (2011), captioned the impact of advertising appeals and advertising spokesperson on advertising attitudes and purchase intentions conducted Taiwan revealed via regression analysis test that advertising appeal strategies have a significantly positive impact on repeat purchase and rational appeal among other appeals is more prevalent.

Humor Appeal and Customer Loyalty

Nguyen *et al.* (2016), the effect of television commercials on customer's loyalty – A mediation analysis of brand awareness, an empirical study revealed that humor is positively associated with brand awareness and customer loyalty but customers' loyalty is indirectly affected by variables of repetition, humor, advertising and message. Weinberger and Guks (1992) as cited in Nguyen *et al.* (2016) in their study found out that humorous advertising messages attracts, sustains consumers' attention and increases the like for both the advert and the advertised brand. Consumers are attracted by the humour in an advert because it makes them to like the advert and respond accordingly as designed by the identified sponsor. This makes the target audience exposed to the funny advert to focus and concentrate on the advertised brand and product.

Humour appeal attracts consumers attention, makes them to laugh thereby making them involved. Weinberger and Gulas, (1992) as cited in Nguyen *et al.* (2016) assert that humorous advertisement earn the advertised product or brand acceptance through positive thinking based on the fun in it. An investigation on the moderating effects of product involvement on the effect of humor on memory and attitude towards the advertisement revealed that there is a strong connection between humor and memory of advertised product and brand name (Hwiman & Zhao, 2003). Humor produced by an advert message has a higher tendency of influencing consumer's purchase decision and repeat purchase.

Upadhyaya (2015) found out in his research work that humorous advertisement has positive relationship with persuasion. The author added that humor advert is most suitable for achieving communication goals and creation of instant product awareness but above all enhance persuasion, liking for a product or service and produces repeat purchase. Advertising practitioners and viewers alike confess that humor advertising appeal earn 90% percent of effective when used appropriately for the right audience but offensive jokes have high risk (Upadhyaya, 2015).

Humeed (2015) in his study conducted in Pakistan on the relationship between the consumer purchase intentions and criticism find out that consumer purchase intentions considerably impact humorous advertising criticism and Chakroun and Triki (2014) revealed in their work captioned the role of absurdity on consumer persuasion that humorous adverts like achieve marketing objectives than non-humorous adverts, while Bandyopadhyay and Chang

(2014) in their study “the impact of American advertising humor on Taiwanese Consumer” find out that humorous television advertisement positively affect consumer attitude. Mehmood and Masood (2016) assert that humor advertising attract customer purchase intentions and concluded in their research that humor enhances consumer perception of a particular through effective change of consumer’s mind for a product.

Mehmood and Masood (2016) assert that consumer purchase intention is attained through repetition of humor advert while Khuong and Nguyen (2015) agrees that customer purchase decision is influence by humor advert repetition, and Ozyer (2016) established that via different internal and external marketing channel customer purchase decision and loyalty with a brand is created by the humor.

Fear Appeal and Customer Loyalty

Fear appeal stimulates interest and persuade target audience or market. White (2013) in his study on fear appeal advertising: the effect on motherhood and environmental concern discovered that fear appeal creates anxiety and impact on behaviour intention. Edvardsson *et al.* (2000) assert that loyalty (customer loyalty) is customer’s intention or predisposition to purchase from the same organization again. It thus implies that fear appeal influence customer loyalty. Aziz (2016) found out in his work titled does fear of new car technologies influence brand loyalty relationship that fear moderates the relationship between brand service quality, brand value, and brand loyalty. He concluded that created anxiety toward a brand is a critical influence of customer brand loyalty. Anxiety may impact customer loyalty positively or negatively.

Fear is the extent to which certain coping responses are adopted, which in turn influences behavioural intention (Vincent & Dubinsky, 2005). The authors assert that previous studies revealed that fear does not affect adaptive cognitive response development rather it influence the likelihood of considering a Maladaptive coping response (Ho, 2000). Vincent and Dubinsky, (2005) assert that as fear increases, maladaptive coping become lower and purchase intention become higher for the advertised product or brand to ease threat.

Fear appeal posits the danger of using and not using a particular offer hence fear appeal pose threat and motivates individual consumers toward on action (Williams,). Fear appeals makes customers to be very afraid and introduce or recommend solution (Witte & Allen, (2000) meaning that fear in thence purchase intention.

Nabi, Roskos-Ewoldsen and Carpentier (2008) argue that contain threat and efficacy information that can evoke fear and cause adaptive behaviour responses.

Sex Appeal and Customer Loyalty

Udejinta (2015) research titled influence of sex appeal advertising on brand patronage revealed that sex appeal stimulate demand for a product, increases patronage and cause customer loyalty. The author stressed that sex appeal attracts customer’s attention, interest and consumption of an offer. Reichert and Lambiase 2001) argued that sexual image in sex appeal has little effect on advertised product.

Sengupta and Dahl (2008) revealed in a search conducted on spontaneous evaluations of sexually themed adverts that explicit sexual content have negative impact on female buying behaviour, while Dahl, Sengupta and Vohs (2009) research findings revealed that there is a strong distinction between men’s and women’s sexual beliefs and motivation. Women are more committed to sex appeal than men but it depends on the degree. The authors added that the

antecedent of a consumers attitudes towards sexual stimuli determine commitment and loyalty.

Reichert and Lambiase (2006) assert that sexual appeal is much more persuasive than other types of advertising strategies when employed in social marketing campaign. Sex appeal is a persuasive drive associated with sexual information which could be nudity, physical attractiveness, suggestive/sexual behaviour, sexual referents/innuendo, sexual embed, and contextual factors (Reichert, 2003).

Peterson and Kerin (1977) as cited in Ayrault (2003) opined that sex drive influence positive attitude towards a brand, product and the company. Reichert, Heckler and Jackson (2001) research find out that sexual appeal could be better strategies for effective communication than non sexual appeal when sexual drive is adequately integrated into an advert message.

Sex appeal is an attention lure that enhances brand recall or evoke emotional response thereby increasing persuasive impact or disgust, embarrassment or uneasiness when the sexual content elicit negative feeling (Veloutsou & Ahmed, 2005). Sex appeal attracts repeat purchase and product dislike depending on sex appeal content. Sex appeal is neither uniformly embraced nor distasted by the target audience but is unethical (Veloutsou, Daskou & Kennedy (2003). Past research give mixed outcomes on the ability of sex appeal to influence consumer attitude towards a brand (Veloutson & Ahmed, 2005) while Maciejewski; (2004) opine that gender and age are most influenced positively by sex appeal.

Veloutson and Ahmed (2005) assert that sex appeal may or may not influence desired attitude towards a brand, an advert or purchase intention, because some sex appeal content arouse negative feelings and attitudes. The authors study on perception of Sex Appeal in Print advertising by young female Anglo-Saxon and second generation Asian-islamic British reveals that there is difference in the perception of sex appeal. It earns that brand negative or positive attitude based on the set of audience.

Wazir and Ezaz (2012) study on the impact of sex appeals in TV advertisement revealed that there is inverse relationship between sex appeal and advertisement and attitude towards advertisement which in turn lead to displayed attitude towards the brand and purchase intention. The authors added that sex appeal has the capacity to magnet attention more, with a lasting memorability and interest. Jan (2005) as cited in Wazir and Ezaz (2012) assert that sex appeal attracts potential customers.

RESEARCH METHODOLOGY

This study supports the sociological stand point, objective approach. The study adopted the cross-sectional field survey design was used. A total of 397 copies of fully structured questionnaire was hand delivered to respondent who are customers (Full time students of University of Port Harcourt, University of Calabar, and university of Benin) of brewery product within the ages of 18-55 years. The study accessible population is 54760 (full time students: Uniport=25188, Uniben=16757 and Unical=12851) and the sample size of 379 was determined using Taro Yemen. Primary and secondary data were sourced and Pearson product moment correlation was used to test the three hypotheses raised.

Table 4.3 result of reliability analysis

Variable	Cronbach's Alpha
Humor Appeal	0.728
Fear Appeal	0.659
Sex Appeal	0.818
Repeat Purchase	0.798

Source: SPSS 22.0 output, 2019

Correlation Matrix on all Variables

Variables	Statistics	Humor Appeal	Fear Appeal	Sex Appeal	Repeat Purchase	Advertising Appeal Strategies	Customer Loyal
Humor Appeal	Pearson Correlation	1	.064	.829**	.871**	.926**	.864**
	Sig. (2-tailed)		.247	.000	.000	.000	.000
	N	325	325	325	325	325	325
Fear Appeal	Pearson Correlation	.064	1	.004	.011	.325**	.014
	Sig. (2-tailed)	.247		.949	.850	.000	.808
	N	325	325	325	325	325	325
Sex Appeal	Pearson Correlation	.829**	.004	1	.961**	.875**	.928**
	Sig. (2-tailed)	.000	.949		.000	.000	.000
	N	325	325	325	325	325	325
Repeat Purchase	Pearson Correlation	.871**	.011	.961**	1	.893**	.961**
	Sig. (2-tailed)	.000	.850	.000		.000	.000
	N	325	325	325	325	325	325
Advertising Appeal Strategies	Pearson Correlation	.926**	.325**	.875**	.893**	1	.887**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	325	325	325	325	325	325
Customer Loyal	Pearson Correlation	.864**	.014	.928**	.961**	.887**	1
	Sig. (2-tailed)	.000	.808	.000	.000	.000	
	N	325	325	325	325	325	325

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

DISCUSSION OF FINDINGS

The hypothesis was tested and the relationship between the independent and the dependent variable determined showing their magnitude and direction. Also the effects of the predictor variable on the dependent variable were ascertained. It showed that:

There is a very strong positive and significant relationship between advertising appeal strategies and customer loyalty and that advertising strategies significantly affect customer loyalty with 78.7%. The positive correlation coefficient indicates that an increase in customer loyalty is associated with an increase in advertising appeal strategies. This agrees with the work of Khuong *et al.* (2016), advertising appeal strategies significantly affect customer loyalty.

Test carried out on H_{01} showed that there is a very strong positive relationship between humor appeal and repeat purchase. From table 4.4, it show that they have positive correlation coefficient of $r = 0.871^{**}$. This findings support the revelation of the work of Weinberger and Guks (1992) as cited in Nguyen et al. (2016) that says humorous advert retain customer and increase brand recall, Upadhyaya (2015) assert that humor advert enhances persuasion and produces repeat purchase Bandyopadhyay and Chang (2014) revealed that humor advert positively affect consumer attitude.

Test conducted on H_{02} showed that fear appeal does not significantly affect repeat purchase. From table 4.4 they have a positive correlation coefficient of $r = 0.011$. This revelation support the work of Aziz (2016) that revealed that fear appeal may produce negative or positive behaviour from consumers.

Our findings on H_{03} revealed that sex appeal have a very strong positive and significant relationship with repeat purchase. Table 4.4 shows that it has a positive correlation coefficient or $r = 0.961^{**}$, meaning that an increase in sex appeal will boost repeat purchase. This is in agreement with the work of Rechert and Lambiasi (2006) that says sex appeal is much more persuasive than other advertising appeal and Veloutsou and Ahmed (2005), revealed that sex appeal earn repeat purchase.

CONCLUSION

This study aimed at investigating the relationship between advertising appeal strategies and customer loyalty in the Nigerian Brewery industry in south-south, Nigeria. We also attempted to ascertain the extent to which advertising appeal strategies dimensions: humor appeal, fear appeal and sex appeal independently affect customer loyalty. Thus, the following conclusions were drawn from the study findings and hypotheses.

The study findings revealed that advertising appeal is significantly related to customer loyalty and the test of hypotheses shows that there is a significant relationship between humor appeal and repeat purchase, sex appeal and repeat purchase, and fear appeal and repeat purchase. Therefore, effective application of humor, fear and sex appeal positively influence repeat purchase.

Statistical interactions between fear appeal and repeat purchase and purchase intention shows that fear appeal have a very weak relationship with repeat purchase. Accordingly, fear appeal is not suitable for inducing repeat purchase.

RECOMMENDATIONS

The study recommended that Nigerian Brewery Industry should:

- Employ the service of advertising firms or personnel that are very proficient in developing and producing sex appeal advert that will be rationally attractive and zero offensive in achieving purpose.
- Invest more on sex appeal when there is a decline in a particular brand patronage to boost it immediately.
- Avoid the use of fear appeal because it only increases cost and yield no profit.

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Customer Value Communication and Marketing Productivity

Brown Walter Ateke¹ and Emmanuel A. Amangala²

¹Department of Marketing, Rivers State University

²Department of Marketing, Niger Delta University, Wilberforce Island, Bayelsa State

Abstract: *This study examined the correlation between customer value communication and marketing productivity. The study treated customer value communication unidimensionally, and assessed marketing productivity through customer acquisition, customer retention and customer expansion. An explanatory research design was adopted in the study. Primary data was collected using a self-made structured questionnaire. Eighty-four (84) employees consisting of customer-contact employees, supervisors, heads of marketing unit and branch managers of twenty-one (21) quick service restaurants participated in the study, on a sample frame of four (4) respondents per restaurant. The Spearman's rank order correlation served as the test statistic, relying on SPSS version 20.0. The study observed that customer value communication relates positively with all the measures of marketing productivity covered in the study, with customer acquisition posting the strongest correlation with customer value communication. The study concludes that marketing productivity in terms of customer acquisition, customer retention and customer expansion depend on customer value communication and that customer value communication inform customer acquisition, customer retention and customer expansion; and recommends that quick service restaurants in Port Harcourt that seek to acquire more customers, achieve improved customer retention or expand the volume of business they transact with customer should identify what constitutes value for their customers and consistently communicate that value.*

Keywords: *Customer acquisition, customer expansion, customer retention, customer value communication, marketing productivity*

INTRODUCTION

The fickleness of consumers presupposes that they are not only prone to change preferences for products, but also for brands. Instantaneous product and brand switching often occur among consumers, as what constitute value to them at one point in time ceases to be so at another (Ateke & Nadube, 2017). But, the philosophical underpinning of the marketing concept is sensing and serving customers' requirement profitably. So, every firm that relies on customers for growth and survival must come to terms with the marketing concept. They must ensure that their offerings offer integrated customer solution and provide profit (Ballantyne, Frows, Varey & Payne, 2010). Identifying better ways of correctly determining customers' changing needs, and creating new offers that satisfy those needs is therefore valuable for both firms and their customers. Particularly, providing customers with individualized value provides a viable opportunity for firms to achieve competitive edge through improved relationships (Ateke, Asiegbu & Akekue-Alex, 2016). Marketing theorists and practitioners have thus accorded increased attention to customer value-based strategies as a key to marketing productivity

(Hinterhuber, 2008). This is based on the realization that customer value-based marketing strategies are essential to sustained marketing wellness in the face of global competition, slow-growth economies and industries and a more demanding customership (Woodruff, 1997), all of which tasks firms to seek newer avenues of achieving competitive advantage.

Shifting from the traditional inward-look for improvement, firms are tending to look outward more; to customers as a major source of competitive advantage. Thus, most firms are looking at strategy, no longer with a company orientation, but with a customer orientation; such that customer objectives, rather than company objectives guides company activities. An important aspect of company strategy that is increasingly being tailored to suit customers' perspective is marketing communication. Orthodox marketing communication focuses on communicating messages about the firm, its products and brand. In recent times however, marketing communication has tended to communicate customer value – customers' perception of the benefits they derive from buying and using a firm's products (Woodruff, 1997). Also, while traditional marketing communication uses promotional tools to communicate the firm's products and the firm itself, it is noteworthy that every aspect of a firm's marketing activities communicates something to customers and prospects. Hence, it is vital that the message customers receive is consistent across all aspects of the firm's marketing activities. The key question however is: Does consistent customer value communication result to greater marketing productivity? The onus of this study is to proffer answer to this question by empirically examining how customer value communication relates to marketing productivity.

Literature Review and Hypotheses Development

Customer Value Communication (CVC)

Customer value represent consumers' total evaluation of the benefits they derive from a product based on their perceptions of what they received and what they give (Zeithaml, 1988) in Woodruff (1997). It is "customers' preference for, and evaluation of product attributes, the performance of those attributes, and the consequences arising from use that facilitate the achievement of customers' goals and purposes in use situations" (Woodruff, 1997). Customer value is an important marketing management tool when inter-functional coordination is the practice in the firm. "Personnel involved in creating and implementing customer value delivery need a common framework for thinking about customer value" (Woodruff, 1997). The absence of a common understanding of customer value within the firm results to inconsistencies between what product engineers develop, what marketing communicate, and what sales deliver.

CVC therefore represents a firm's efforts in credibly communicating the uniqueness of its products and their superior benefits to customers. In CVC, firms strive to identify why customers should prefer their offerings, and then deliver their messages in a manner that facilitate customers' understanding of their consistent and cohesive customized value messages. The core of CVC thus, involves analysing customers' situations in order to gather intelligence that allows the creation of customized value proposition which are then communicated through the media and forms chosen by customers. The key to CVC is customization, adding value to customers' experiences by connecting with them; and figuring out what customers perceive to be valuable and designing solutions that meet those requirements.

CVC is about integrating the firm's value communication from promotional messages to the actual value delivered to ensure consistency; and requires offering value that meets the requirements of the target market(s), and also that those offerings provide a profitable and

integrated customer solution (Ballantyne *et al.*, 2010). Seeking better ways of correctly determining the changing needs of customers, and striving to create and communicate new offers that satisfy those needs is important to firms' health in today's turbulent business-scape (Ateke *et al.*, 2016; Ateke & Elvis, 2013). CVC is strengthened when the firm's products deliver the value that the firm's promotional messages promise. Delivering superior customer experience is essential to securing customers' continued patronage and maximizing the benefits that accrue from customer loyalty (Ateke *et al.*, 2016). Extant literature on value customization places emphasis on customer value delivery (Ballantyne *et al.*, 2010; Tuli, Kohli, & Bharawaj, 2017) in view of the fact that today's customership is more informed and have confidence in choosing brands for themselves (Hamprecht & Brunier, 2011) in Ateke *et al.* (2016).

Marketing is currently focused on building, maintaining and expanding relationship with customers, and no longer on sales and profit (Ateke & Nadube, 2017). Marketers are thus tasked to satisfy customers whose behaviour cannot be predicted with any level of precision. It therefore portends that a firm's ability to sense customers' changing requirements and adapting its programmes and operations to create and deliver value that meets that change is the hallmark of CVC. A key assumption of value customization is that customized offerings deliver more benefits to customers than standardized offerings because customized offerings deliver a closer preference fit (Nikolaus, Peter & Christopher, 2009) especially when the firm is able to obtain accurate information about customers' requirements (Ateke *et al.*, 2016). Firms must understand and act upon the differences among individual customers in order to create actionable and customized value (Wisskirchen, Vater, Wright, De Backer & Detrick, 2006); and provide unique customer experience by providing products that customers need and delivering same at the time they are needed, through channel they can access and communicate them using the right tone" (Ateke *et al.*, 2016). This paradigm shifts of marketing from mass transactions to individualized relationships offers better benefits to firms and customers alike.

Marketing Productivity

Determining the long-term effects of marketing activities (Dekimpe & Hanssens, 1995), separating individual marketing activities from other actions (Bonoma & Clark, 1988) and using purely financial methods in evaluating marketing's contribution to the firm are the most serious challenges faced in assessing marketing productivity (Sheth & Sisodia, 2002). Nevertheless, marketing scholars and practitioners are increasingly challenged to justify investments in marketing activities, especially, to show how marketing expenditure improves shareholders' value (Doyle, 2000). Marketing productivity - the added value of the marketing function in relation to realized investments must be demonstrated (Fuente Mella, Berné-Manero & Pedraja-Iglesias, 2011; Sheth & Sisodia, 2002); if the challenge of marketing productivity must be addressed adequately.

There is no universal definition of marketing productivity as several conceptual and operational definitions of the concept exist. Sheth and Sisodia (2002) define marketing productivity as "the quantifiable value added by the marketing function, relative to its costs". Marketing productivity is also defined as "the price derived from participation in the market over the marketing expenses of the company" (Hawkins, Best, & Lillis, 1987) or "the output and production issues, over economic resources" (Beckman, Davidson & Talarzyx, 1973). Sevin (1965) in Fuente Mella *et al.* (2011) define marketing productivity as the ratio between sales or net profits and marketing costs.

Marketing productivity metrics are largely intangible (Keh, Chu & Xu, 2005). It is therefore onerous to rationalize investment for productive increases or to support suitable levels of productivity (Fuente Mella *et al.*, 2011). Effective and quantifiable measures are needed if the viability and utility of marketing activities must be justified (Fuente Mella *et al.*, 2011; Sheth & Sisodia, 2002). Managers must consider all activities that impinge the acquisition, retention and expansion of customers in order to gauge marketing productivity adequately (Fuente Mella *et al.*, 2011; Sheth & Sisodia, 2002). Marketing productivity increases sales, product development, and defines adequate price levels (Moe & Fader, 2009). Marketing productivity therefore stems from customer indices like customer acquisition, retention and expansion because sales increase, new product success and other outcomes of marketing productivity are tenable only when marketing activities succeed in acquiring, retaining and expanding business with existing customers.

Customers constitute the foundation and sustenance of businesses. The surest guarantee for company survival and sustainability is acquiring new customers, retaining current customers and expanding the level or volume of business with current customers. This study thus assesses marketing productivity through customer acquisition, retention and expansion. This is because acquiring and retaining customers, as well as expanding the scope of business a firm has with retained customers through cross-sell and upsell opportunities is the premise of creating and maintaining customer relationships. It also underpins the notion of creating extra value by making existing customers buy more or increase their usage of a product. Assessing marketing productivity through customer acquisition, retention and expansion is also logical because the core goal of marketing is to attract (acquire) new customers by promising superior value and to keep (retain) and grow (expand) current customers by delivering satisfaction (Kotler & Armstrong, 2012).

Customer Value Communication and Marketing Productivity

Virtually all firms in today's business-scape are financially sound, innovative, have reputation, possess customer knowledge, and understand their products and markets; key success factors are therefore no longer unique to any company (Macfarlane, 2013). The ability of firms to deliver on their value propositions is what "remains unique and becomes an ultimate competitive factor for market leadership" (Weinstein, 2012). This means that the way firms design and deliver customer value is the only key success factor that could be unique to it (Weinstein, 2012). The design and delivery of customer value that is superior to that of competitors is enhanced by the development of a customer-centric philosophy and culture within the organization (Macfarlane, 2013). Customer value in this sense means overwhelming customers by surpassing their expectation. It means "delivering beyond every value-point of the customer value spectrum in terms of service, quality, image and price" (Weinstein, 2012); which meets customers' needs and expectations and therefore, affect their satisfaction and loyalty and company's market position, market share, revenue, profits, and ultimately, company success and survival (Mcfarlane, 2013).

The ability of firms to create and add value to the products they offer to customers or the service aspects of their business also represents customer value (Mcfarlane, 2013). Previous studies indicate that customer value relates positively to various aspects of marketing productivity. Nguyen, Nguyen, Nguyen and Phan (2018) observe that perceived value determines customer satisfaction and loyalty in the insurance sector. Ateke *et al.* (2016) on their part observe a positive and statistically significant connection between value customization and relationship commitment of business-to-business buyers. Relatedly, Nasreen, Sharifah and Syed

(2011) found that perceived value relates positively to customer satisfaction and behavioural intentions in the banking sector. Furthermore, Richard and Mensah (2014) observe a positive nexus between customer value and customer retention in the banking industry while Akinyele (2010) observe that customer value relates positively to repeat purchase in the fastfood industry. This study thus contend that CVC will affect marketing productivity in terms of customer acquisition, customer retention and customer expansion.

Customer Value Communication and Customer Acquisition

Greater percentage of a typical marketing budget is allocated to customer acquisition. This is in lieu of the need for firms to replenish customers that may be lost to attrition. Continuously acquiring new customers is thus critical to company success. Drucker (1973) asserts that customers do not only constitute the foundation of a business; but that they also keep the business in existence. Taylor (2009) view customer acquisition as the process of acquiring new customers or converting prospects into customers. Customer acquisition therefore, means all the tactics and procedures an organization uses to acquire new customers and also convert existing customers into loyal ones. It encompasses a series of interconnected activities involving customer touchpoints, customer engagement and customer conversion. Different strategies tailored to suit specific types of prospects are used as customer acquisition schemes.

Customer acquisition may be viewed as an element of customer relationship management (Kotler & Keller, 2012) and customer lifecycle management (Buttle, 2009). Chaffey (2013) posit that customer acquisition, conversion and retention are the main issues that marketers contend with; and views customer acquisition as a strategic business goal. The notion of customer acquisition further underscores the importance of identifying potential customers for organizations and guiding them to make “better” purchase decisions (Malbashake, 2010). Yoegal (1998) view customer acquisition as the practice of identifying appropriate customers through traditional or digital media tools, and informing and persuading them to buy from, and be loyal to the firm. The overriding purpose of business is to create satisfied customers (Drucker, 1973) because customers constitute the lifeblood of any business, and are the focus of marketing programmes (Levitt, 1986).

Understanding customers’ requirements, determining profitable target markets and developing a compelling value proposition by which the firm can attract and grow customers is the core of marketing (Kotler & Armstrong, 2012). A firm’s value proposition is a cogent and compelling reason for customers to buy the firm’s product (Kotler & Keller, 2012); and therefore, the basis for attracting potential customers. Thus, Nwokah (2018) emphasize that orthodox marketing communication represents the means by which firms communicate to, connect with and engage customers to convey the value offerings of the firm. If a firm cannot give a prospect good reason to buy its products, getting that prospect into the fold would not be possible. Customers are assets that must be acquired if a firm must remain viable. They are vital for the survival and profitability. No firm can last long in the business-scape if it is not acquiring new customers. Also, firms have greater opportunities to increase sales and boost profit through new customer acquisition. Customer acquisition serves a buffer for old customers that may not be marginally profitable or be lost over time. In view of the foregoing, we hypothesize that:

H₀₁: Customer value communication significantly relates to customer acquisition.

Customer Value Communication and Customer Retention

Customer retention describes a situation where customers return for further business whenever they have need for the product a firm offers. Customer retention results from exceeding customers' expectation, so that they become delighted and desire to build a relationship with the firm. Focusing on delivering quality product and excellent customer service in order to achieve higher customer retention rates should thus be the drive of firms (Ateke & Onwujiariri, 2014). Marketing theorists and practitioners emphasize the relevance of customer retention to the overall wellbeing of a business undertaking. Firms and their customers have increasingly looked for mutually satisfying long-term relationships as a way of increasing competitiveness on the part of firms; and as a way of reducing purchase related risks on the part of customers (Augusto de Matos, Henrique & Vargas-Rossi, 2007). To be successful, customer retention must start with the initial contact a firm makes with a customer and continue throughout the duration of the relationship. A firm's technology, the way it serves existing customers and its reputation within and across its industry affects a firm's ability to attract and retain customers.

Customer retention has been an important marketing objective of firms in view of the benefits that accrue from having a secured customer base. In mature market, firms employ several techniques to retain existing customers: Implementing programmes aimed at preventing switching behaviour, offering special customer care programmes that raises the level of customer satisfaction, etc. (Yoda & Kumakura, 2007). Customer retention is an important topic in the marketing due to the saturated and competitive nature markets. The retention of customers is also preeminent in relationship marketing because it delivers relationship economies; as it is less expensive to retain existing customers than to acquire new ones (Harridge-March, 2008; Reichheld & Sasser, 1990). Based on the foregoing, we hypothesize that:

Ho₂: Customer value communication significantly relates to customer retention.

Customer Value Communication and Customer Expansion

Increasing customer value, extending the breadth and depth of customer relations and improving turnover and profits are essential marketing goals. Achieving these goals require firms to constantly exploit avenues for more business with current customers because expanding relationship with current customers is one area with adequate potentials to assist firm in this regard. Customer expansion represent the process of gaining extra value from customers by encouraging current customers to increase product usage, buy higher versions of a product or buy additional products outside of the product that endeared them to the firm initially (Bolton, Lemon & Verhoef, 2008). It encompasses all the actions and processes of marketers that are aimed at broadening the volume of business they obtain from current customers by attracting more of the customers' footprint and share of wallet.

Cross-buying, increased product usage, upgrading, new product adoption and share of customer's wallet are therefore indicators of customer expansion (Verhoef, van Doorn & Dorotic, 2007). Overall, customer expansion provides opportunities for firms to move their customers through cross-sell or upsell scenarios. Cross-selling refers to a situation where the firm suggests products that are related or complementary to originally purchased products while upselling describes a situation where firms encourage customers to increase their purchases by adding additional items or shifting to higher versions of their original choice. Both cross-selling and upselling focus on providing additional value to customers, instead of limiting them to the product choices they are already used to. In view of the foregoing, we hypothesize that:

H₀₃: Customer value communication significantly relates to customer expansion.

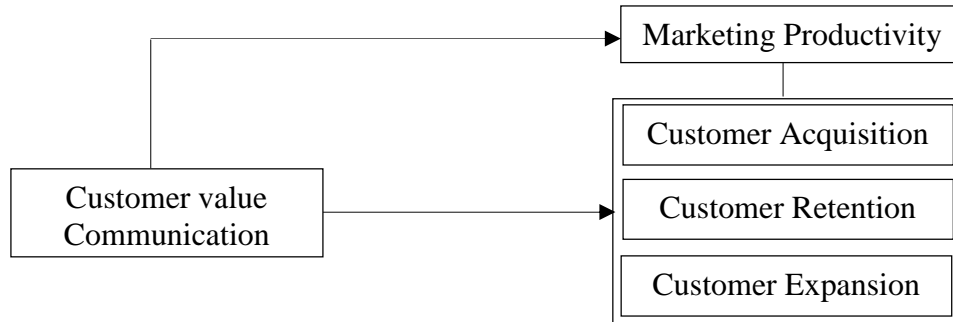


Fig. 1: Conceptual mode of customer value communication and marketing productivity

MATERIALS AND METHODS

The aim of the current study was to determine the correlation between CVC and marketing productivity. The research took a quantitative approach and adopted an explanatory design. The population of the study comprised quick service restaurants in Port Harcourt. Information obtained from the Port Harcourt Chamber of Commerce and Industry (PHCCI) indicates that a total of twenty-one (21) quick service restaurants are registered with the Chamber. The study sampled a total of eighty-four (84) members of staff, consisting of customer-contact personnel, supervisors, heads of marketing unit and branch managers of the twenty-one (21) firms on a sample frame of four (4) respondents per restaurant. The accidental sampling technique was used to arrive at the test units. Primary data was collected using a self-made research instrument in a cross-sectional survey. The instrument was couched simply and requires respondents to tick an item on a scale of 1-5 where 1= strongly disagree; 2= disagree; 3= undecided 4= agree; 5= strongly agree.

The validity of the study instrument was confirmed through the opinion of a jury of experts comprising academics and practitioners with adequate knowledge of the subject of the study, while the internal consistency of the measurement items was confirmed through the Cronbach's Alpha test of reliability with a threshold of 0.70 set by Nunnally (1978). Table 1 below presents the summary of the reliability results.

Table 1: Summary of Reliability Result

S/N	Variable	No of items	Cronbach's Alpha
1.	Customer Value Communication (CVC)	7	.722
2.	Customer Acquisition (CA)	4	.761
3.	Customer Retention (CR)	5	.778
4.	Customer Expansion (CE)	6	.721

Source: Simulation from SPSS output of data analysis on customer value communication and marketing productivity (2019).

Based on the results of the test of reliability as displayed on Table 1 above, it was confirmed that the instrument of the study is reliable. The study used the Spearman's rank order correlation (rho) as the test statistic. All analyses relied on SPSS version 20.0. The key for interpretation considered appropriate for the correlation (r) of the study variables was the categorization set by Evans (1996), where: 0.0-0.19 = very weak; 0.20-0.39 = weak; 0.40-0.59 = moderate; 0.60-0.79

= strong; and 0.80-1.0 = very strong. The interpretation process was subject to 0.05 (two tail) level of significance.

Results and Discussion

Table 2: Summary of Correlation between CVC and Metrics of Marketing Productivity

			CVC	CA	CR	CE
Spearman's rho	CVC	Correlation Coefficient	1.000	.682**	.697**	.650**
		Sig. (2-tailed)	.	.000	.000	.000
		N	84	84	84	84
	CA	Correlation Coefficient	.682**	1.000	-	-
		Sig. (2-tailed)	.000	.	-	-
		N	84	84	84	84
	CR	Correlation Coefficient	.697**	-	1.000	-
		Sig. (2-tailed)	.000	-	.	-
		N	84	84	84	84
	CE	Correlation Coefficient	.650**	-	-	1.000
		Sig. (2-tailed)	.000	-	-	.
		N	84	84	84	84

Source: Simulation from SPSS output of data analysis on customer value communication and marketing productivity (2019).

The result of the test of relationship between customer value communication and customer acquisition as displayed on Table 2 indicates a rho coefficient of .682**. This high value means that a strong correlation exists between value communication and customer acquisition. The positive sign of the correlation coefficient suggests that the nexus between customer value communication and customer acquisition is a positive one; meaning that the QSRs will acquire more customers if the engage more in communicating customer value. The associated p-value of .000 which is less than 0.05 indicates that the relationship between customer value communication and customer acquisition in the quick service restaurant sector in Port Harcourt is statistically significant.

Also, Table 2 reveals a rho coefficient of .697** on the correlation between customer value communication and customer retention. This high correlation coefficient means that a strong relationship exists between the variables. The positive sign of the correlation coefficient suggests that the relationship between the variables is a positive one. This means that improved customer value communication will result to increased customer retention. The associated p-value of .000 which is less than 0.05 indicates that the relationship between customer value communication and customer retention in the quick service restaurant sector in Port Harcourt is statistically significant.

Table 2 further reveals a rho coefficient of .650** on the relationship between customer value communication and customer expansion. This high correlation coefficient means that a strong relationship exists between the variables. The positive sign of the correlation coefficient suggests that the relationship between the variables is positive; implying that increase in customer value communication will translate to more customer expansion opportunities. The p-value associated with the relationship between customer value communication and customer expansion is .000. This value is less than 0.05, and therefore indicates that the relationship between customer value communication and customer expansion in the quick service restaurant

sector in Port Harcourt is statistically significant.

These findings support the observation of Nguyen *et al.* (2018) that perceived value determines customer satisfaction and customer loyalty in the insurance sector; and that of Ateke *et al.* (2016) that a positive and statistically significant connection exists between value customization and relationship commitment of business-to-business buyers. Also, the findings corroborate Nasreen *et al.* (2011) whose study found that perceived value associates positively with customer satisfaction and behavioural intentions in the banking sector. Additionally, the current finding coheres with the observation of Richard and Mensah (2014) that a positive connection exists between customer value and customer retention in the banking industry and the observation that customer value relates positively to repeat purchase in the fastfood industry (Akinyele, 2010).

CONCLUSION AND RECOMMENDATIONS

Customers constitute very important assets that firms must continually attend to; being determinants of profitability, growth and survival. A cogent explanation for the importance of customers can be found in the lifetime value of customers. That is, the present value of all future profits that could be generated from a customer. Building and maintaining relationships with them is therefore essential. However, getting the most out of customers requires that firms consistently communicate the uniqueness of their offerings and the superior benefits those offerings hold for customers. Firms must offer value that satisfies customers' requirements. Customers buy products with the hope of solving problems or satisfy their needs. The outcome they seek or the outcome promised by the firm is what customers buy. Helping customers to discover, understand and better use the firm's products to for optimal benefits is what marketers must strive to do.

On the strength of the results of the empirical analyses and the discussions that followed, this study concludes that customer value communication relates to marketing productivity or that marketing productivity in terms of customer acquisition, retention and expansion depends on customer value communication. The study therefore recommends that quick service restaurants that desire improved marketing productivity measured in terms of customer acquisition, customer retention and customer expansion should identify what constitute value for their customers and consistently communicate that value.

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