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Organizational Culture Re-Engineering and Service Innovativeness

[*]Dr. Miebaka Dagogo Tamunomiebi and [**]Georgewill, Onengiyeofori Soye
[*]Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria
[**]Doctoral Candidate Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This paper addressed the relationship between organizational culture re-engineering and service innovativeness. The paper discussed literature bothering on the role of organizational culture re-engineering in the behavioural modification and adaptability of organizations in line with the innovativeness demands and development within their business and operational domains. Content from the study highlights the importance of service innovativeness, drawing on the organization's need for adaptability and survival. The imperative of a culture focused on change is even made more obvious from the growing social and economic dynamics of societies and the globalized features of most business and international market exchanges. The paper thus concludes that the re-engineering of organizational culture is a necessary action and one which aligns the organization with its service innovativeness requirements and expectations of its market and environment.*

Keywords: *organizational culture re-engineering, service innovativeness, adaptability, change*

INTRODUCTION

Every firm uses some strategies, be it explicit or implicit in competing to gain advantage of the harsh competitive business environment; and in the competitive struggle of each product and service markets, some firms are successful while others fail. Competitive advantage is reflective in superior economic performance compared to rivals (Walker, 2009). In the world of business, it is often considered that a well planned strategy brings about the success of a firm. Owing to change in time, technology, market and competition rules, firm's strategy must shift to meet the continuous change (Fleisher & Bensoussan, 2003).

Service innovation provides an effective way to create sustained competitive advantage for a company. Turning to or assuming service strategies may help organizations to overcome the problem of growth maintenance in saturated markets as well as the problem caused by the circumstance of commoditization (Reinartz & Ulaga, 2008). Firms can benefit from a service-based strategy in many ways. For example, adopting a service-based strategy can help to excel in service offerings, cost structure, delivery system, and technology (Grönroos, 2007). Additionally, policy makers as well as researchers have become increasingly intrigued by service innovation, because they have grown intensely in many industrial economies, and are expected to have a positive effect on the whole economy (Miles, 2005; Tipu, 2011).

Service is a system that supplies human needs in terms of transportation, communication, health, utilities etc. It could be described as work done for the benefit of others, in a given organisation. Since services are mainly intangible or knowledge products, a discussion on service innovation can benefit from conceptualizations of innovations stepping back from product-based definitions.

LITERATURE REVIEW
Organizational Culture

Every organisation has a culture that determines their competitive advantage. Culture is an integral subsystem of an organisation that allows individual employees to adapt to the environment. The concept of culture is principally stemmed from the study of ethnic and national differences in the varied disciplines of social sciences. Schein (1997) defined organisational culture as a pattern of basic assumptions- invented, discovered or developed by a given group as it learns to cope with the problems of external adaptation and internal integration. Several scholars have supported the basic key elements of organisational culture as a shared phenomenon, having visible and less visible levels, each new members of the organisation having to learn the organisation's culture and the slow level of change in culture over time.

Cameron and Quinn (2006) defines culture as having the core values, assumptions, interpretation and approaches that characterises an organisation, and identified four types of organizational culture as adhocracy, clan, market and hierarchy. In general, it has been claimed by researchers that, success-oriented organizational culture increases organizational effectiveness that creates competitive advantage. Since innovation is a competitive advantage in organisations today, management needs to establish an organizational culture that supports innovation related to change. *Adhocracy* (creative) culture with its external-oriented and dynamic structure refers to the culture of an organization in entrepreneurial, flexible, innovative and creative areas. It is a corporate culture based on the ability to adapt quickly to change conditions by employee and employers. It is characterized by flexibility, employee empowerment and an emphasis on individual initiative. *Clan* (cooperative) culture in the other hand is family-like or tribe-like types of corporate environment that emphasises consensus and commonality of goals and values. This is the most collaborative and the least competitive of four main corporate culture models. It is shaped between the dimensions of organization focus and flexibility/dynamism. *Market* (Competitive) culture occurs at the time of stability and control. Employees in this culture type are success-oriented, giving importance to personal interest rather than organizational goals and emphasizes on the concepts of training, performance and efficient. *Hierarchy* (control) culture is located between internal organization focus and stability / control dimensions. This is an organizational culture type in which leadership is effective, because it is in mechanical and bureaucratic organizations that important orders and rules with an internal focus orientation (Berrio, 2003; Cameron & Quinn, 1999; Erdem, 2007).

Services are often highly tailored products to customer needs, and consequently, the traditional product-based innovation view and the measurements it employs for assessing the value of innovations are not suitable for services and the businesses behind. Indeed, very few service firms rely on traditional research and development with regard to their innovation activities (Miles, 2008). If a firm wants to adopt a service-based strategy, it will be crucial to be able to assess the value of this type of innovation, i.e., its impact on company performance. Even though there is a mass of contributions discussing the relevance of innovation management in general, the opposite seems to be true when we consider the aspect of innovation measurement and the role of organizational culture in change expectations, there is a lack of research. This situation can be assessed as unsatisfactory as it prevents organizations from monitoring the success or failure of (service) innovation projects and, thus, disturbs the optimal allocation of their scare resources. Additionally, it complicates obtaining a better understanding of organizational culture re-engineering and its influence on achieving or sustaining a competitive advantage, an outcome often linked to service innovativeness (Lengnick-Hall, 1992).

Similarly, in the context of organizational culture re-engineering, the conceptualization of change strongly follows the dominant logic of tangible, technological innovation preventing a necessary formation of measurements for service innovativeness (Vargo & Lusch, 2004). Given this observed need for cultural modifications as an imperative for improved organizational functionality, this paper theoretically discusses the relationship between organizational culture re-engineering and services innovativeness.

Organizational Culture Reengineering

Organizational culture is an important construct that affects both individual and organization related process and outcomes. In literature there is no consensus on definition or what constitute organizational culture (Hatch & Zilber; 2012). They further posited that cultures cannot be accurately or completely described at all. Abu-Jarad *et al,* (2010) opined that it is defined from different perspectives. The researches on the subject of organizational culture and its effect on other organizational variables became widespread during 1980s.

According to Lund (2003) 1980s witnessed a surge in research on impact of organizational culture on employees and organizations performance. The definitions take different shapes depending on the concept they reflect, the authors' perspective approaches and emphases. Research and practical experience of the 1980s revealed two different approaches to defining organizational culture.

Culture is treated as an internal subsystem of the organization, allowing individuals to adapt to the environment while in this approach, the company has a culture, it is descriptive and it is often sufficient to make a list of some features of company personality. In the second approach, the company is treated as a culture, that is a system of knowledge that each of its members can interpret through their mind. This approach allows access to the dynamics of the social system in all its complexity, and then it leads to the concept of corporate identity (Garcia-Torres, and Hollanders, 2009). Akman and Yilmaz (2011) opined that between 1983 and 1986 most of the leading journals in management have dedicated issues to this topic and brought up definitions from leading Scholars in management. Schein, (2009) defined organizational culture as a beliefs, assumptions, and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual and customs. Lund, (2003) defined organizational culture as the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms. Other Scholars also define as the human invention that creates solidarity and meaning and inspires commitment and productivity (Lund, 2003) or a system of shared values and beliefs that interacts with a company's staff, organizational structure, and control systems to produce behavioural norms within the organization (Lund, 2003).

García-Muiña, and Navas-López (2007) in their definition considered the key role of external environments as (all elements outside the boundary of the organization) to which an organization needs to adapt. Abu-Jarad *et al.*, (2010) provide a definition that most authors would agree with, they defined organizational culture as something that is holistic, historically determined (by founders or leaders), related to things anthropologists study (like rituals and symbols), socially constructed (created and preserved by the group of people who together form the organization), soft and difficult to change. Organizational culture affects various outcomes related to the employees and organizations. Saeed and Hassan, (2009) in agreement with Ahmed, (1998), noted that organizational culture affect employee behaviour, learning and development, creativity and innovation while Tseng, (2010) add knowledge management, Oparanna, (2010) and Tseng, (2010) further add performance. A definition of organizational culture which has been widely adopted by researchers dealing with this area of knowledge was formulated by culture is the entire fundamental assumptions that a given group has invented, discovered or developed while learning to solve problems of adaptation to the environment and internal integration. These assumptions have been proved by the practice to such an extent that they can be considered as relevant and true so they can be instilled in each new member of the group as a correct method of feeling and perception, the correct way of thinking about the problems of teamwork (Shan & Zhang, 2009).

Common elements can be found in all of these definitions. They highlight the assumptions, norms and values of the participants and the resulting ways of action or behaviour. It is a kind of mental community understood as the basis of the entire organizing activity and underlying the specific tasks that the organization has to complete. Organizational culture is classified in different ways. Cameron and Quinn's (2006) developed the competing values framework model and has been used in many empirical studies on organizational culture (e.g. Valencia et *al.*, 2009) and it is also used in this study. Cameron and Quinn (2006) define four types of organizational cultures; adhocracy, clan, market and hierarchy. The past three decades have been characterized by a proliferation of research and applications linking the management of change with the dynamics of organizational culture (Burris, 2008; Dolan & Garcia, 2002; Kavanagh & Ashkanasy, 2006). Many of the endeavours in this regard have either directly or indirectly implied a significant relationship between organizational culture and organizational effectiveness (Avey *et al.*, 2008; Kavanagh & Ashkanasy, 2006; Rashid *et al.*, 2003). One study that could be highlighted in this regard is by Ahmed *et al.* (1998) which states that culture is a primary determinant of innovation towards change in the organization since positive cultural characteristics in the organization provide the organization with the necessary ingredients to innovate.

Since innovation is a competitive advantage in organizations today, it is argued that management needs to establish an organizational culture that supports innovation related to change. However, it cannot be ignored that the assumption of such a relationship as highlighted by the previous authors is also questioned by others (Ogbonna and Wilkinson, 2003). Schaffer and Thomson (1992), for example, argue that there is ample evidence to indicate that a substantial proportion of all organizational change efforts have been unsuccessful, and that protracted effort over longer periods is needed to achieve such goals. In fact, relying on cultural change as a vehicle for effective structural, procedural, or operational changes in the organization may be somewhat of an illusion (Ogbonna and Wilkinson, 2003). The reason is that organizational culture simply changes much slower than the pragmatic requirements of structural or procedural changes (Williams *et al.*, 1993).

In view of the foregoing, Buchanan (1997) states that more rapid approaches to the improvement of or changes in, organizational culture are needed. One such approach, advocated by Beer *et al.* (1990), can be labelled a "task aligned" approach to organizational change, which stands in contrast to what they refer to as "programmatic change" and which is so typical of most change efforts in organizations. According to Ogbonna and Wilkinson (2002), the latter represents documented changes in behaviour which are related more to surveillance, direct control and the threat of sanction than any transformation of managerial values, whereas task alignment focuses on changes in behaviours rather than in attitudes and beliefs, and seeks to achieve this by changing roles and responsibilities rather than through management development programs aimed at changing values (Buchanan, 1997).

A similar line is followed by Schaffer and Thomson (1992), when they differentiate between "results driven" and "activity-centred" approaches to organizational change management. They compare the latter approach to a rain dance, where the participants look good and feel good about what they are doing, but seem to have no significant impact on the performance of the organization. In view of this, these authors argue for a stronger emphasis on demonstrable results approaches, found so clearly in connotations of the by now firmly established term "re-engineering" (Davenport, 1993; Hammer & Champy, 1993).
In a succinct summary of the features and implications of re-engineering, Buchanan (1997) describes it as a results-driven approach to change where the focus is on critical or core cross-functional business processes. In order to stimulate a radical organizational rethink, the starting point for re-engineering is a blank sheet of paper. The anticipated outcomes are dramatic and rapid improvements in performance.

Thus, re-engineering seeks to dismiss the history and context of the organization and to begin again "from scratch". It also endeavours to break down the barriers to change created by functional barriers - the silos that characterize traditional organizational charts and that indicate career ladders and personal or functional empires that individuals and groups defend in resisting change. It is interesting to note that, despite arguments against a significant link between change and culture, most of the common features of re-engineering processes identified by Hammer and Champy (1993), such as worker empowerment and job enrichment are typical organizational culture terms.

This equally applies to a number of characteristics of processes of re-engineering described by Hammer and Champy (1993): work becomes multiskilled, activities are carried out in teams, structures become flatter, and traditional management is replaced by principles of leadership. Similarly, Ogbonna and Wilkinson (2003) places greater emphasis on the negative outcomes of the re-engineered role of managers during change, particularly with regard to reduced autonomy, close monitoring and control, and resultant perceived career insecurity.

Service Innovativeness

"Service innovativeness" has become a term referring to innovation taking place in the various contexts of services, including the introduction of new services or incremental improvements of existing services. Whilst service innovativeness can take place in the service sector, it does not necessarily need to. New and improved services can also be provided by non-services sectors, such as by manufacturing firms that aim at enlarging their supply portfolio with value adding services. Similarly, service innovativeness is intrinsically different from a "product", as it usually lacks the tangible nature of product innovations.
Services may be highly tailored according to the client/customer needs, and include many different stakeholders. Especially, in the knowledge-intensive sector, where service innovativeness plays an important role, the concept of service innovation is likely to differ radically from that of product innovativeness. For instance, the focus on technological advancements and the concentration of the innovation activities around the Research & Development departments does not describe service innovativeness adequately (Miles, 2008; Sundbo, 2009).

Besides the multidimensional character of service innovation, there are several ways as to how the service innovation process may take place. Toivonen and Tuominen (2009), for example, identified five service innovation processes in relation to their degree of collaboration and formality. In the sequence from less to more formal processes, these processes are: (1) internal processes without a specific project (i.e., unintentional and incremental innovations regarding existing service); (2) internal innovation projects (i.e., deliberate projects focusing on improvements of service production systems and their content); (3) innovation projects with pilot customers (i.e., new ideas are tested with a customer); (4) innovation projects tailored for a customer (i.e., the service provider strives at solving a specific customer problem); and (5) externally funded innovation projects (i.e., research-oriented collaborations focusing on the generation of new service concepts and/or platforms).

One of the reasons behind the underdeveloped understanding of service innovation may still be assigned to the dominance of the industrial and technological approach to innovation. According to Djellal and Gallouj (2010), the persistent dominance of the industrialist approach to explore innovation in services leads to a double gap: an innovation gap and a productivity gap. The authors view the innovation gap as a measure of the difference between the reality of innovation in a service economy and innovation as it is captured and measured by the traditional indicators. This observation resonates with the conclusions of Salter and Tether (2006), according to whom, one reason why services did not receive due credit for their innovativeness is related to their low level of R&D intensity and patenting. More generally, it can be argued that the traditional science and technology lenses lead to an overlook of innovation in services.

According to Djellal and Gallouj (2010) "the service economy probably innovates more than these indicators would suggest and that consequently there is hidden or invisible innovation in service economies that has, if possible, to be identified and supported by appropriate public policies.

Organization Culture Re-engineering and Service Innovativeness

An element of the company's organizational culture is an innovation-oriented culture, which consists of: innovation-oriented motivation, innovative competence, behaviour in the innovative situation, as well as the style and quality of management determining the climate for innovation. The innovation-oriented culture may be defined as the need for the maximum number of innovative ideas to appear within a certain period. Innovative culture is a way of thinking and behaving that creates, develops and establishes values and attitudes within a firm, which may in turn raise, accept and support ideas and changes involving an improvement in the functioning and efficiency of the firm, even though such changes may mean a conflict with conventional and traditional behaviour. In order to build innovative culture certain requirements must be met, involving six kinds of attitudes: the ability of managers to take risks, encourage creativity, participation of all employees in building innovation-oriented culture, responsibility of both managers and employees for their actions, allowing employees to develop their interests and use their unique talents, developing the company's mission, which the employees will identify with; providing employees with a sense that their work is meaningful and has a positive impact on the achievement of objectives (Marcoulides, & Heck, 2013).

Organizational culture that supports innovation is also characterized by the level of education and general management, economic and social knowledge, efficient systems of communication in the organisation, ambition and the atmosphere of competition, incentive schemes, free exchange of innovative ideas proposals (ideas), a lack of arrogance and egoistic attitudes, announcing authors of success and those who assisted in this process (Mehta, & Krishnan; 2004). The characteristics of pro-innovation organizational culture include: creating a climate that would be favourable to organizational changes, developing knowledge and skills and sharing knowledge, tolerance for risk, uncertainty and novelty, implementing democratic principles of decision-making and conflict solving, supporting group activities, building an atmosphere of recognition and respect for innovators, supporting creative thinking and problem solving (Marcoulides & Heck, 2013). Excellence in leading innovation has everything to do with how that leader creates a culture where innovation and creativity thrives in every corner. The things that leaders must do to foster innovation are: focus on outcomes, develop reciprocal trust, challenge the status quo, be inspiring (Tseng, 2010).

CONCLUSION

This paper has examined the relationship between organizational culture re-engineering and service innovativeness. A majority of the views expressed herein appear to support the position that changes in existing cultural forms and practices is necessary and can serve to advance the organization's service innovativeness goals. The study through its review of literature revealed that not only do theories support organizational culture re-engineering as a basis for structural, procedural and operational change and improvement, it is also imperative in enhancing the features of the organization to match the growing changes and development within the environment of the business. Hence, in conclusion, the re-engineering of organizational culture is a necessary action and one which aligns the organization with its service innovativeness requirements and expectations of its market and environment.

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Training and Development Outsourcing and Organizational Resilience in Deposit Money Banks in South-South, Nigeria

UHURU, Goodluck Prince[1] and **OLOMI**, Progress Ovunda[2]
[1]Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt | Email: prince.uhuru@ust.edu.ng
[2]Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt | Email: progressolomi@gmail.com

Abstract: *The study investigated the relationship between Training and development outsourcing and organizational resilience of deposit money banks in south-south, Nigeria. The study adopted the cross-sectional survey design. The population of the study is 126 (One hundred and twenty six) Regional Group Heads of the 18 deposit money banks in south-south, Nigeria. The Census sampling technique was adopted to determine the study sample size for the study. Thus, the entire population of 126 Regional and Group Heads were selected. A total of 126 copies of the questionnaire were administered to the respondents, and 106 completed questionnaires were retrieved and used for analysis. The hypotheses were tested at a significance level of 0.05 using the SPSS. The findings of the study revealed that: training and development outsourcing have a strong and positive relationship with organizational resilience manifested in adaptive capacity, dynamic capabilities and keystone vulnerability management. The study concluded thus, that Training and Development outsourcing is necessary for contemporary banking as competency and skills is key for Banks to function effectively. This study recommends that bank management should engage strongly in outsourcing of training and development function of the HR as to enhance human capital development that will fortify their workforce, enhance learning and flexibility which will in turn promote experimentation, adoption and execution of novel solutions, which of course trajects into a generalized response standards to broad challenges in the banking industry.*

Keywords: *Training development outsourcing, organizational resilience, dynamic capacity, adaptive capacity*

INTRODUCTION

Successful organizations today are those ones that have the ability to survive and thrive in challenging times such as the economic downturn, natural disasters and global conflicts. The ability to withstand sudden incremental change or enormous downturn is the desire of any organization which aims at sustainable development. It is generally believed by many researchers and business analysts that the growth and progress of any organization highly depends on the way the management empower its employees with the needed skills and competency for effective organizational performance, (Islam & Siengthai 2012; Akdere, 2016). Unfortunately, it appears true that several organizations have been incapable of sustaining their businesses as a result of inadequate measures to create a resilient capacity and working environment for their employees and business. Invariably, there seems to be a lot of neglect on the side of the management when it comes to providing strategies for resilient capacities for employees' performance. Thus, there is need for today's business organization to be resilient and survival conscious so that they can effectively motivate their workforce towards absolute commitment to their jobs.

Kpakol and Zeb-Obipi (2017) define resilience as the ability of an organization to forecast and plan for unforeseen circumstances that might affect the operation of the business. Kikuchi and Yamanguchi (2018) perceive resilience as a term which essentially refers to the physical ability to return to one's original state, elasticity or flexibility. In addition, there are a number of definitions and concepts of resilience in the field of psychology. Oshio, Nakatani, Kaneko and Nagarnne (2017) consider resilience as "mental restoration ability" which is characterized as the internal ability owned by individuals who can flexibly cope with and recover from temporary mental illness. Thus, workers deserve to be given enough skills and competency that will equip them with needed knowledge and information on how to operate and manage the business in times of challenges.

Many managers in organizations realize that the use of outside providers is more efficient and less costly than hiring full time staff to handle the HR functions in house (Galanaki & Papalexandris, 2017). In fact, demands for increased productivity, profitability, and growth have encouraged organizations to analyze their internal HR processes, resulting in a move towards strategic outsourcing activities (Cooke, Shen & McBride, 2015). Moreover, Training/Development outsourcing enables organizations to profit from the rising comparative advantage of specialized service providers who have expertise in the areas concerned (Smith, Dein & Gotta 2006; Cooke, et al., 2015). Apart from that, Training/Development outsourcing allows organizations and external vendors to collaborate their consultative and strategic roles in designing and implementing programs with which to enhance organizational performance (Greer, Youngblood & Gray, 2018). In short, the main reasons for outsourcing Training/Development appear to be fairly consistent. Typical reasons include seeking specialist services and expertise, enhancing the quality of the services, cost reduction and enabling Training/Development outsourcing specialists to take on a more strategic role.

In this vein, Burnard and Bhamra (2011) demonstrated that organizations that strive to enhance their resilience would be better prepared to overcome high impact-low probability events and environmental discontinuities in significant ways bridge this gap and enhance the functionality and contributions of deposit money banks in Nigeria. Based on the foregoing, Olajide (2004) affirms that there is a growing need for organizations within the context of Nigeria to embrace change in all its ramifications. Change which is an evitable part of environmental factors could affect organizations both positively and negatively which is why it becomes pertinent necessary for Nigeria organizations to also change at a pace and rhythm which matches the expectations of not only its particular context but also the global business environment.

The importance of carrying out an empirical research in the context of organizational resilience in relationship to Training/development outsourcing within deposit money banks is apt. Thus, a lacuna in content which assesses the uniqueness of the organizational resilience operational model with regards to context; especially the nature of that which addresses the resilience of Nigerian based deposit money banks to the pace, cycle and functions of change in their environment. Understanding the underlying issues that could threaten the existence and survival of deposit money banks, in the banking sector could give them a competitive advantage over other sector of the economy. This study therefore addresses gaps in literature that could serve as blueprint for deposit money banks especially as it departs from previous researches in its investigation of the relationship between Training/development outsourcing and organizational resilience of deposit money banks in South-South, Nigeria**.**

The purpose of this study is therefore to investigate the relationship between Training/development outsourcing and Organizational resilience in Deposit Money Banks in South-South, Nigeria. While the following questions will be examined:

1. To what extent does Training/Development Outsourcing correlate with Adaptive capacity of deposit money banks in south-south, Nigeria?

2. To what extent does Training/Development Outsourcing correlate with Dynamic capacity of deposit money banks in south-south, Nigeria?

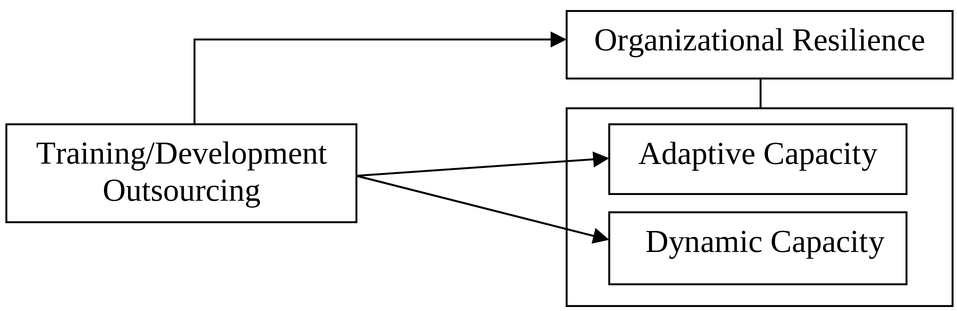

Fig.1. Conceptual framework of the relationship between training/development outsourcing and organizational resilience

LITERATURE REVIEW

Theoretical Framework

In our effort to search and conceptualize how Training and Development Outsourcing enhances the Organizational Resilience of deposit money banks, some theories of Training and Development Outsourcing were reviewed. This study looked at the Transaction cost theory is conceptually beneficial in helping to appreciate the complexity of an organization's outsourcing cost, the fluidity of it responsibility, and the vigorous role of technology in different contexts (Norman, 2010). This can be demonstrated with an understanding of how cost is minimized as a result of outsourced responsibility in the organization (Linderoth, 2010).

The transaction cost is relevant to the current study in the sense that when deposit money banks consider how to cut costs in order to remain competitive and ultimately remain in business, outsourcing is one of the ways they could do that. This is line with the tenets of transaction cost theory that the choice of producing in-house or buying from outside should be made on the basis of costs involved in both the operations. The deposit money banks consider the critical areas that are needed for business survival and are resources consuming should they decide to pursue the objectives of effectiveness and efficiency in those critical areas. Outsourcing them comes to mind. And outsourcing the key areas that are cost carriers enables them to have competitive advantage over others. However, this is usually done after considering the internal and external costs of providing the good/service as well as the cost of managing the transaction in-house and outside (Klaas, McClendon & Gainey, 1999).

TRAINING AND DEVELOPMENT OUTSOURCING

Training and development outsourcing has been viewed as an effective management strategy, especially in organizations operating in highly competitive international business environments. Although evidence has suggested that the amount of training and development outsourcing may be increasing (Babcock, 2015), there is considerable variation in how firms have utilized this HR practice (Csoko, 2016). While some firms have achieved positive outcomes from outsourcing training, others report that they failed miserably (Baker, 2017). Shih and Chiang (2017) recently concluded that scholars appear to hold differing opinions of the effects of training outsourcing. Two competing perspectives dominate existing studies on training outsourcing. The first view considers training outsourcing as a value-creating activity that may bring cost savings and operational flexibility (Cooke, *et al*., 2015; Klass, Mc Clendon & Gainey, 1999), whereas the second perspective believes that some training activities should not be outsourced as it leads to declining innovation (Kotabe,2015) and reduced performance (Gilley & Rasheed, 2017). Ongoing debate over the most appropriate perspective to explain training outsourcing and inconclusive research findings may result in ineffective outsourced Human research development practices.

Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach of learning and development that improve individuals, groups and organizations (Goldstein & Ford, 2012 in Khawaja & Nadeem, 2013). Thus it is the series of activities embarked upon by organization that leads to knowledge or skills acquisition for growing purposes, thereby, contributing to the wellbeing and performance of human capital, organization, as well as the society at large. According to Manju and Suresh (2016), training serves as an acts of intervention to improve organization's goods and services quality in competition by improvements in technical skills of employees. Similarly, Development refers to activities leading to the acquisition of new knowledge or skills for the purposes of growing. Organizations provide employees with development programmes in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Sheri-lynne, 2017, as cited in AbdulHameed,2018). Thus organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja & Nadeem, 2013)

ORGANIZATIONAL RESILIENCE

According to Weick, Sulcliffe and Obstifeld (2017) resilience is the maintenance of positive adjustment under severe challenging conditions or situations. It is also the ability of a system to absorb disturbance and reorganize while undergoing change so as to still remain the same function, structure, identity and feedback (Walker, 2014). This means that despite severe challenges threatening the very existence and life of an organization or a system , an organization or system possess the ability to survive, adapt, and bounce back from it crisis and disturbances, to thrive and enhance its core capabilities. Folkeet (2010) opined that organizational resilience is the capability of the organization to deal with change and continue to develop such as fostering learning and adaptation. Zeb-Obipi, Obiekwe and Ateke (2019) states that organizational resilience describes an organization's ability to cope and survive crisis and turbulence in the environment. They added that a resilient organization therefore is one that is able to create structure, dissolve it, provide safety in the midst of change, and manage the emotional consequences of continues transformation and change, learn to develop and grow.

Adaptive Capacity

Luthans (2014) defined adaptive capacity as the extent to which a system can modify' its circumstances to move to a less vulnerable condition'. It is the ability of an organization to alter its strategy, operation, management system, governance structure and decision - support capabilities to withstand perturbations and disruptions. Similarly, Zeb-Obipi *et al*, (2019) views it as an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges.

Dynamic Capacity

This can be defined as the capability of an organization to purposefully adapt an organization's resource base. It is a firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment (Teece, Pisano & Shuen, 2010). Teece *et al.* (2010:20) defined dynamic capability as "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments". Umoh *et al*. (2018) share that dynamic capabilities can be distinguished from operational capabilities which pertain to the current operations of an organization. Helfat, (2007) as cited in Teece, *et al* (2010:23) that dynamic capability refer to 'the capacity of an organization to purposely create, extend or modify its resource base. As Umoh *et al.* (2014) noted that the basic assumption of the dynamic capability framework is that core competencies should be sued to modify short- term competitive positions that can be used to build longer-term competitive advantage.

In the course of this study two research hypotheses were formulated:

Ho_1: There is no correlation between training and development outsourcing and adaptive capacity of deposit money banks in south-south, Nigeria.

Ho_2: There is no correlation between training and development outsourcing and dynamic capacity of deposit money banks in south-south, Nigeria.

METHODOLOGY

The research design for this study will be cross-sectional survey. The accessible population of the study comprises of 126 regional and group heads of the selected deposit money banks in south-south, Nigeria. The sample size for this study is the entire population using census/purposive techniques. The primary source of data collection was adopted using questionnaire. The data were analyzed using tables, means and standard deviations. The Spearman Rank Order Correlation Coefficient (rho) with the aid of SPSS version 22 statistical software to analyze the null hypotheses. Also a five (5) point likert scales was used to measure the respondents choices and opinions, ranging from strongly agree to strongly disagree and two (2) items were extracted from each of the variables.

DATA PRESENTATION AND ANALYSIS

Ho$_1$: There is no statistically significant relationship between training and development outsourcing and adaptive capacity of deposit money banks in south-south, Nigeria.

Table 1: Correlation between Training and development outsourcing and adaptive capacity

			TRNDEVT	ADAPTCAP
Spearman's rho	TRNDEVT	Correlation Coefficient	1.000	.908**
		Sig. (2-tailed)	.	.000
		N	106	106
	ADAPTCAP	Correlation Coefficient	.908**	1.000
		Sig. (2-tailed)	.000	.
		N	106	106

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

Source: (SPSS output of Data, 2020)

Decision: The result of the statistical analysis above (as indicated by the Spearman rank correlation coefficient, rho (0.908**), shows that training and development has a strong positive relationship with adaptive capacity of deposit money banks in south-south, Nigeria.

Ho$_2$: There is no statistically significant relationship between training and development outsourcing and dynamic capacity of deposit money banks in south-south, Nigeria.

Table 2: Correlation between Training and Development Outsourcing and Dynamic Capacity

			TRNDEVT	DYNMCAP
Spearman's rho	TRNDEVT	Correlation Coefficient	1.000	.930**
		Sig. (2-tailed)	.	.000
		N	106	106
	DYNMCAP	Correlation Coefficient	.930**	1.000
		Sig. (2-tailed)	.000	.
		N	106	106

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

DECISION: The result of the statistical analysis above (as indicated by the Spearman rank correlation coefficient, rho (0.930**), shows that training and development has a strong positive relationship with dynamic capacity of deposit money banks in south-south, Nigeria.

DISSCUSSION OF FINDINGS AND CONCLUSION

In response to research question one and test of hypothesis 1,by Mean, Standard deviation and Spearman rank order correlation coefficient, the result (as indicated by the rho = +0.908), revealed that there is a strong positive relationship between Training and Development outsourcing and Adaptive Capacity of deposit money banks in south-south, Nigeria. These results imply that the more training and development aspect of human resource is outsourced or outsourcing is embraced by the banks, the more the banks are likely to develop the resilience capabilities needed to survive in the industry.

In other words, with training and development outsourced, they would adapt by ensuring that there is flexibility to experiment and adopt novel solutions and thus develop generalized responses to the issues of challenges bedeviling the banking industry. Furthermore, they would be able to survive, and cope with crisis and disturbances emanating within the industry including during time of credit crunch. (Teece, Pisano & Shuen, 2010), as well the identification, proactive management, and treatment of vulnerabilities that if realized, would threaten the organization's ability to survive, develop and leveraged on for competitive advantage. This advantage will come to the deposit banks through the rapidly developing of the resilient traits including learning and growing with innovation. This is in line with the argument of Zeb-Obipi, Obiekwe and Ateke (2019) that a resilient organization therefore is one that is able to create structure, dissolve it, provide safety in the midst of change, and manage the emotional consequences of continues transformation and change, learn to develop and grow.

In response to research question two, the result shows that the majority generally agreed to a high extent that Training and Development outsourcing correlate with Dynamic Capacity of deposit money banks in south-south, Nigeria (as indicated by grand means of 4.61 and 4.80 respectively). Also affirms there is a close relationship between the two variables. Also, from the result as revealed in the test of hypothesis Two, As shown by the Spearman rank order Correlation Coefficient (rho-0.930**), that there is a very strong, positive relationship between Training and Development and Dynamic Capacity of Deposit money banks in South-south, Nigeria. This result was also further corroborated by the findings of earlier studies of (Gilley *et al.*, 2014; Jirawuttinunt, 2015; Ko, 2019) and recent study of Amagada, Gabriel, and Asawo, (2020), whose studies indicated that training and development of human capital and outsourcing leads to better business performance. Ko (2019) study showed that outsourced training has a positive effect on both innovation and stakeholder performance. Conclusively, the study has shown with statistical proof that training and development outsourcing correlate positively and quite strongly with organizational resilience of deposit money banks in South-south, Nigeria. The findings of the study have also shown with statistical evidence that when training and development are outsourced, it will improve the resilient capacity of employees in the banking sector. Therefore, the study recommends that management should engage in outsourcing of training and development function of the HR so that human capital can be developed, that will enable them have a workforce that will reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges.

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Effect of Research and Development Cost (R&D) on Automotive Component Firms in South East, Nigeria

CHENDO, Nkoli Augustina
chendonkoli@gmail.com
[1]*Department of Marketing*
OKEKE, Adaora Florence
adachinedu.prince@gmail.com
Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

Abstract: *The study examined the effect of research and development cost (R&D) on automotive component firms in South East, Nigeria. The study comprised adopted survey method. Primary sources of data were mainly used. The area of the study was the selected automotive component firms in South East. Questionnaire and semi structured interview were used to collect data from manager-owners and other key officers in the selected firms. The population of the study was 1741 staff, and a sample size of 357 was determined using Taro Yamane. Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using ANOVA with the aid of Statistical Package for Social Sciences. From the analyses tested, the study found that, Research and development cost (R&D) has significant effect on automotive component firm in South East. The study recommended that Firms are required to consciously make investments in R&D and training to developing a stock of knowledge capital. R&D was found to be the significant driver of technological innovation in this study however, An industrial policy that would encourage firms to hire R&D staff to perform in-house R&D should be planned by management as a matter of urgency. This has been proven to increase performance in this study*

Keywords: *R&D, Innovation, Automotive, Component, ANOVA, Technology*

1. INTRODUCTION

At some stage in the last few decades scholars have progressively stressed the significance of research and development (R&D) in the manufacturing sector. Technology-based companies in this sector put forth huge expenditures for R&D in order to keep up their competitive advantage and ensure their future feasibility (Lee Kim, & Lee, 2011). This implies that due to escalating competition, firms should innovate at an astonishing pace by developing and improving new products and services, and by generating ideas explicitly intended to become commercially viable and profitable business ventures (Ehie & Olibe, 2010).

Improving the performance of firms there are many positive and economic benefits for both the micro and the macro economy. Consequently, the performance of companies is of great interest and has been generally considered from various perspectives in the research. However, each company and sector has different trait that control its performance. For instance, several researchers have proved that R&D activities have a positive influence on company performance (Abdel & Kanakriyah, 2017), (Ayaydin, & Karaaslan, 2014), (Öztürk, & Zeren, 2015)

In today's competitive landscape, firms' investments in innovative activities have become one of the most vital factors that allow for their sustainability. In the computer age of the 21st century, timely and adequate investment in knowledge and innovation will provide firms with a competitive advantage. Since the 1980s, when the globalization process gained impetus, the companies that have played a principal role in bringing innovation to their industries have increased their market share and provided added value to their economies, (Kiraci, Celikay, & Celikay, 2016).

Abdel and Kanakriyah (2017) importance of R&D stems from its ability to foster a company's economic growth as it leads to the innovation and application of new technologies that can augment a company's competitive advantage and prolong its life and advance its position in the market. Which is considered the basis for generating new products, processes and services, particularly in the industry and technology sectors, It is a critical component in the process of innovation that can provide a company with a competitive advantage (Orian & Hall, 2006) enabling it to become a market leader.

Due to the rising costs of R&D and the increasing dependence of companies on technology for competitive advantage, managers seek evidence of the impact of R&D on firm performance. Past studies have documented that a firm's R&D investment consistently and positively affects its market value such studies were: Abdel and Kanakriyah, (2017) who found that there is a significant impact of R&D expenditure on company performance as measured by ROA, ROE and EPS, Kiraci, Celikay, and Celikay, (2016) their findings revealed that although research and development expenditures do not have a statistically significant effect on the short-term profitability of a firm, Ayaydin, and Karaaslan, (2014) found evidences of positive effect of R&D intensity on the firm performance by using GMM system estimators for a sample of 145manufacturing firms registered BIST for the 2008–2013 periods. This study gives empirical support to those recommendations from policy makers and business leaders for maintaining the R&D expenditures especially in high-technology sectors even when facing a recession. Öztürk, and Zeren, (2015) their findings indicate that R&D expenditures have a positive effect on sales growth in the manufacturing industry. Moreover, it has been found that this effect has continued for six months. Adeyeye, Jegede, and Akinwale, (2013) their result shows that technological acquisition, training and in-house R&D positively influence technological innovation while government support and embodied knowledge are insignificant.

Against this reviewed studied, the present study improves on the previous study on the following ground; firstly, this study used an updated literature on the effect of research and development cost (R&D) on the firms in Nigeria. Secondly, it is carried out in Nigeria to ascertain the true situation since the results of some of the reviewed empirical studies done are with conflicting findings. Thirdly, the study sought to adopt ANOVA package to critically examine the effect of research and development cost (R&D) on automotive component firms in South East, Nigeria

2. LITERATURE REVIEW

2.1 Concepts of R & D

Research and development is the generation of new knowledge. In a business context, it is an activity that companies undertake in order to develop new products, processes or services, or improve those that already exist. In order to do this, businesses often take on risk. This is because uncertainties exist around if what they are attempting is technologically feasible, or, more commonly, they don't know how they will achieve their objectives in practical terms. R&D is an essential function for many businesses. Launching new offerings or improving existing ones is a way for a business to remain competitive and make profit. When developing a new product, process or service, or refining an existing one, R&D is one of the earliest phases. Experimentation and innovation is often rife at this stage, along with risk. The R&D cycle often begins with ideation and theorizing, followed by research and exploration and then into design and development.

Research and development – R&D – is the process by which a company works to obtain new knowledge that it might use to create new technology, products, services, or systems that it will either use or sell. The goal most often is to add to the company's bottom line. R&D activities differ from institution to institution, with two primary models of an R&D department either staffed by engineers and tasked with directly developing new products, or staffed with industrial scientists and tasked with applied research in scientific or technological fields, which may facilitate future product development. R&D differs from the vast majority of corporate activities in that it is not intended to yield immediate profit, and generally carries greater risk and an uncertain return on investment. However R&D is crucial for acquiring larger shares of the market through the marketisation of new products.

2.2 Previous Studies

Abdel and Kanakriyah, (2017) investigated whether expenditure on research and development (R&D) has an impact on the performance of Jordanian pharmaceutical companies listed on the Amman Stock Exchange in Jordan. For this purpose, the study used a quantitative approach to study data on the whole population, which consists of six firms, for the period 2006 to 2015. Data about R&D were collected over the period 2006-2010 and about performance over the period 2011-2015. The study conducted an empirical study using simple linear regression analyses to discover the effect of R&D on company performance. The study employ return on assets (ROA), return on equity (ROE) and earnings per share (EPS) as a proxy to measure company performance, and to measure R&D expenditure they considered the following items: research, experiments, studies, and courses. The result found that there is a significant impact of R&D expenditure on company performance as measured by (ROA, ROE and EPS), which is consistent with the results for developed countries. Also R&D expenditure in the current year leads to future benefit such as larger market share, higher share price, better reputation in current and subsequent year's. These results imply that it is very important for companies to change their policy with respect to investment in R&D activities.

Kiraci, Celikay, and Celikay, (2016) determine the impact of research and development expenditures on a firm's short-and long-term profitability. A dynamic panel data analysis was carried out on data collected between 1998 and 2012 from a sample of 46 publicly traded manufacturing firms on the Borsa Istanbul. The findings revealed that although research and development expenditures do not have a statistically significant effect on the short-term profitability of a firm, they do have a significantly positive and strong effect on long-term profitability. It show that for a one-unit increase in research and development expenditure, the gross profit increases by 10.19 units, the net operating income increases by 2.37 units, and the net income increases by 1.39 units.

Ayaydin, and Karaaslan, (2014) examined the effect of research and development investment on firm's financial performance. Return on assets used as a measure of financial performance. Capital structure, liquidity, efficiency and firm size factors determining firm performance also are investigated. Manufacturing firms registered Istanbul Stock Market (BIST) were classified according to the sectoral approach. The sectoral approach is an aggregation of the manufacturing industries according to technological intensity and based on the Statistical Classification of Economic Activities in the European Community (NACE) at 3-digit level. The level of R&D intensity served as a criterion of classification of economic sectors into high-technology, medium high-technology, medium low-technology and low-technology industries. The study show a positive effect of R&D intensity on the firm performance by using GMM system estimators for a sample of 145 manufacturing firms registered BIST for the 2008–2013 periods.

Öztürk, and Zeren, (2015) examined the effects of research and development (R&D) activities on firm performance in developing countries. Accordingly, this study aims to determine how firms performance is affected by R&D expenditures, and this effect is tested and discussed with manufacturing firms data, which range from 2007-Q1 to 2014-Q3 in Turkey, both by using Durbin-Hausman panel co integration test developed by Westerlund (2008) and Common Correlated Effects (CCE) coefficient estimator developed by Pesaran(2006). The findings indicate that R&D expenditures have a positive effect on sales growth in the manufacturing industry. Moreover, it has been found that this effect has continued for six months.

Adeyeye, Jegede, and Akinwale, (2013) analyzed the impact of technological innovation and R&D on firm performance in the Nigerian service sector. The analysis is based on data obtained from the Nigeria's innovation survey, 2008 undertaken among 500 enterprises in the service sector with about 41% response rate. The instrument was guided by the third edition of the Oslo Manual standardised through validation workshops under the NEPAD ASTII initiative. The result shows that technological acquisition, training and in-house R&D positively influence technological innovation while government support and embodied knowledge are insignificant. Also, technology innovation and R&D have positive impact on firms' performance. Their studied offers an opportunity to understanding the impact of technology innovation and R&D on performance of service firms in developing country context.

Luisa, Ji and Prieger. (2013) estimated the impact of R&D on TFP and output in the private sector at the state level in the US from 1963 to 2007. R&D has a large effect on both output and TFP at the state level in the long run. The R&D elasticity in a state averages 0.056 to 0.143, implying returns to state GDP from R&D spending of 83% to 213%. There are also positive

R&D spillovers, with 77% of the total returns accruing to other states. The R&D elasticities are either stable or increase slightly after 1993. The effects of R&D are dependent on the levels of human capital and development. States with more human capital have higher own-and other-R&D elasticities. States in the lowest tier of economic development have the least own-state R&D elasticity but the highest other-R&D elasticity.

Kwon-Ndung, Kwon-Ndung, and Migap (2014) examined research and innovation strategies for economic competitiveness and industrial growth: lessons for Nigeria. One of the leading unrealized opportunities in Nigerian industrial organizations is the full influence of research ideas and knowledge to transform business products and processes into long-term innovation. Business research and innovation contribute significantly to improvement in enterprise productivity and quality and in the integral components of business strategy and success. Drawing heavily from published literature, this study highlights the enormous benefits of continual research and innovation on national economies, and proffers recommendations on how Nigeria could key into this concept to promote its economic competitiveness at the global level

Ebhota, (2014) examined Engineering research and development (r&d) infrastructure for developing economy. It considers tertiary institutions, specialized research institutions and industries as the primary areas where R&D activities take place and pointed out inadequate funding, government‘s insensitivity and lack of political will and inadequate R&D human capacity as the factors that have bedeviled R&D in Nigeria with consequence of low source of new product and processes, improved products and source of new market. The study went further to discuss capacity building in reverse engineering, emerging technologies in manufacturing, R&D personnel, research facility and pro R&D government policies and concluded that the nation‘s future global competitiveness depends on R&D in engineering.

Onuoha, (2013) studied the Challenges of Research and Development (R & D) Efforts on Small-to-Medium scale Industries (SMIs) in Abia State, Nigeria. The survey findings include: that SMIs in Abia State have no R & D activities going on in their firms; their production techniques are both manual and machine operated; they only produce light and consumer – oriented goods; operating below installed capacity, have no relationship with any research institute in the country; have no technical partners; and are technically and technologically dependent the result of all these is that SMIs in Abia State cannot compete effectively both nationally and globally. Based on these findings, the study made far reaching recommendations in aid of a vibrant research and developments activities by SMIs, the organized private sector (OPS) and government owned research institutes, all to the benefit of the Nigerian economy.

3. METHODOLOGY

3.1 Research Design

The research design that was adopted in this study is the survey design, oral interview and questionnaires were used in this study to seek clarifications and convenience on the part of the respondent.

3.2 Population

The populations of the study were all the employees of the three selected automotive component firms in South East, Nigeria.

Table 3. 1 Distribution of the Population

S/N	COMPANY'S NAME	NUMBER OF EMPLOYEES	LOCATION
1	Tonimas Industries	654	Aba, Abia State
2	A-Z Petroleum	737	Nnewi, Anambra State
3	Innoson Technical Co.	350	Enugu, Enugu State
	Total	**1741**	

Source: Oguchienti (2020)

3.3 Sample Size and Sampling Technique

To determine the sample size is a crucial part of the process for collecting accurate data within a quantitative survey design. One of the real advantages of quantitative methods is their ability to use smaller group of people to make inferences about larger group that would be expensive to study (Fisher, 2007). In other to ensure a clear determination of a sample size, Taro Yamane formula was used to determine the sample size. The formula stated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size

N= total population (1741)

e= Allowable margin of error. In this case, we consider 5% (0.05) error margin adequate:.

$(e)^2 = 0.0025$

$$n = \frac{1741}{1+ 1741\ (0.0025)1}$$

= 356.93

Ω 357

Proportional Representation of the Sample Size

Tonimas Industries Aba:

654÷ 1741 =0.37564618 × 357 =134.11

= 134

A-Z Petroleum Nnewi:

737÷ 1741

=0.42331993 × 357 =151.1 =151

Innoson Technical Enugu:

350÷1741

=0.20103389 × 357 =71.77

Thus, the sample size of 357 respondents is shown below:

Table 3.2 The Sample Size of the Selected Automotive Component Firms

S/N	Automotive component firms	Sample
1	Tonimas Industries	134

2	A-Z Petroleum	151
3	Innoson Technical Co.	72
	Total	**357**

Source: Oguchienti (2020)

Thereafter, simple random sampling was employed to choose respondents from each of the sampled Automotive Components Firms. The essence is to give every element in the population a known and equal chance of being selected as a subject. The researcher therefore distributed a total of 357 copies of the questionnaire to the enterprises under study.

3.4 Method of Data Collection

The research instrument used for this study was questionnaire. The questionnaire was structured and constructed for the staff of the selected automotive component firms in South East

3.5 Method of Data Analysis

Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using ANOVA with the aid of Statistical Package for Social Sciences (SPSS).

4.0 DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the data obtained from the respondents through the administered copies of questionnaire. Three hundred and fifty-seven (357) were administered. However, Three hundred and thirty-eight (338) copies of the questionnaire were retrieved. Therefore the analysis and interpretation of data is based on the returned questionnaire.

4.2 BIO-DATA ANALYSIS OF RESPONDENTS

Table 4.2.1 GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	220	64.0	65.1	65.1
	Female	118	34.3	34.9	100.0
	Total	338	98.3	100.0	

Source: Field Survey 2021

The above table reveals that the 65.1% of the respondents which represents two hundred and twenty (220) persons were male respondents, while one hundred and eighteen (118) respondents which represent 34.9% were female respondents. By implication, male respondents were more than male respondents by 30.2% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

Table 4.2.2 MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	158	45.9	46.7	46.7
	Single	155	45.1	45.9	92.6
	Divorced	25	7.3	7.4	100.0
	Total	338	98.3	100.0	

Source: Field Survey 2021

In the table above, out of the three hundred and thirty-eight (338) respondents, one hundred and fifty-eight (158) of the respondents, representing 46.7% are married while one hundred and fifty-five (155) respondents which represent 45.9 percent are single. While the least which is twenty-five respondents (25) which represents 7.4 percent were divorced, it is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaire.

TABLE 4.2.3 LEVEL OF EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	29	8.4	8.6	8.6
	BSC/HND	112	32.6	33.1	41.7
	MSC/MBA	174	50.6	51.5	93.2
	PHD	23	6.7	6.8	100.0
	Total	338	98.3	100.0	

Source: field survey 2021

The table above indicates that twenty-nine (29) respondents which representing 8.6% percent maintain to acquired WAEC OR NECO while 33.1% percent of the respondents which represents one hundred and twelve (112) have BSC/HND. However one hundred and seventy-four respondents which represent 51.5 percent either have MSC or MBA. The respondents that have PHD are numbered twenty-three which represent 6.8%. This as the one of demographic item helps us to identify the education qualification of the respondents.

TABLE 4.2.4 AGE

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	18-25 YEARS	37	10.8	10.9	10.9
	26-33 YEARS	70	20.3	20.7	31.7
	34-40 YEARS	127	36.9	37.6	69.2
	41-50 YEARS	53	15.4	15.7	84.9
	51-ABOVE	51	14.8	15.1	100.0
	Total	338	98.3	100.0	

Source: Field Survey 2021

The table above shows that respondents whose age bracket falls between 18-25 yrs were thirty-seven (37) which represents 10.9 percent. This is followed by those with age bracket of 26-33 years with seventy (70) which represents 20.7%. Also those within age bracket of 34-40 yrs were one hundred and twenty-seven (127) which represents 37.6%. Lastly, those within 51-above were fifty-one which represents 15.1 percent. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

TABLE 4.2.5 YEARS IN SERVICE

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	1-10	117	34.0	34.6	34.6
	11-15	107	31.1	31.7	66.3
	16-20	78	22.7	23.1	89.3
	21-ABOVE	36	10.5	10.7	100.0
	Total	338	98.3	100.0	

Source: Field Survey 2021

The table above shows that respondents whose are in service falls between 1-10 yrs were one hundred and seventeen (117) which represents 34.6 percent. This is followed by those in service between 11-15 years with one hundred and seven (107) which represents 31.7%. Also those in service between 16-20 yrs were seventy-eight (78) which represents 23.1%. Lastly, those within 21-above were thirty-six which represents 10.7 percent. The implication of years in-service is to enables us have a clear view of those who have been in service for a particular period of time

Hypothesis Testing

Ho: Research and development cost (R&D) has no significant effect on automotive component firm in South East

TABLE 4.2.6 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.149	5	6.287	9.453	.000[b]
	Residual	51.656	333	.155		
	Total	76.805	338			

Source: SPSS, Version, 2021

From the regression result, we discovered that in the F-statistics column the value for Research and development cost is 9.453, while its probability is 0.00 since its probability is less than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which say that Research and development cost (R&D) has significant effect on automotive component firm in South East. This finding can explain by the fact that innovation in Automotive Component Firms is geared towards organisational and marketing changes than development of new products and processes. Indeed, it is an inherent feature of Automotive Component Firms that the final product is difficult to distinguish from the organisation that provides it, or from the manner in which it is provided. Also, the nature of automotive industry makes interaction with customers, suppliers and competitors more important to the innovation process than undertaking in-house R&D activities.

The study found out that Research and development cost (R&D) has significant effect on firm profitability in South East. The implication of these findings is that, for Research and development to be functional to achieve their aim and purposes, the cost need to satisfy the expected needs of the company, and must be seen to be fair or equitably satisfying in the firm performance. The findings are in line with the following study Abdel & Kanakriyah, (2017) who found that there is a significant impact of R&D expenditure on company performance as measured by (ROA, ROE and EPS), Kiraci, Celikay, & Celikay, (2016) their findings revealed that although research and development expenditures do not have a statistically significant effect on the short-term profitability of a firm, Ayaydin, & Karaaslan, (2014) found evidences of positive effect of R&D intensity on the firm performance by using GMM system estimators for a sample of 145manufacturing firms registered BIST for the 2008–2013 periods. This study gives empirical support to those recommendations from policy makers and business leaders for maintaining the R&D expenditures especially in high-technology sectors even when facing a recession. Öztürk, & Zeren, (2015) their findings indicate that R&D expenditures have a positive effect on sales growth in the manufacturing industry. Moreover, it has been found that this effect has continued for six months. Adeyeye, Jegede, and Akinwale, (2013) their result shows that technological acquisition, training and in-house R&D positively influence technological innovation while government support and embodied knowledge are insignificant.

Conclusion and Recommendation

A healthy and effective R&D in engineering will guarantee large, strong, diversified, sustainable and competitive economy that will effectively harness the talents and energies of its people and responsibly exploits its natural endowments for a high standard of living and quality of life. The importance of firm-level investment in technology innovation, R&D in firms' performance is established in this study. Firms are required to consciously make investments in R&D and training to developing a stock of knowledge capital. R&D was found to be the significant driver of technological innovation in this study however, An industrial policy that would encourage firms to hire R&D staff to perform in-house R&D should be planned by management as a matter of urgency. This has been proven to increase performance in this study. In Nigeria, as in many developing countries, government has a crucial role to play in the innovation process by creating conducive environment for firms. This comes in the form of appropriate policies, institutions, legal frameworks and instruments. These support innovative activity by reducing obstacles, enabling demand-driven R&D and fostering a receptive and creative population (World Bank, 2010b). It also important for government to drive interaction between the academia and the industry with appropriate policies as this will help knowledge generation and diffusion in the industry. Bridging institutions like the intellectual property and technology transfer offices (IPTTO) established in Nigerian universities should be strengthened. Also government needs to encourage firms by reducing taxes and tariffs in a competitive manner; innovative firms can be encouraged using tax holidays and tax rebates. Firms would be well assisted if they can make use of highly-subsidized public utilities in their production. For rapid industrialization, funds and infrastructure are important. Therefore, it is important for government to create the enabling political and economic environment characterized by strong institutions, access to funds and dynamic but stable policy regimes and also address the challenge of infrastructural constraints as a matter of urgency.

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Career Planning and Corporate Survival of Multinational Oil and Gas Producing Companies in Nigeria

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

Dr. M.D.Tamunomiebi
Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study examined the relationship between career planning and corporate survival of multinational oil and gas producing companies in Nigeria. The study adopted a cross sectional survey design. Using the census sampling technique, responses were solicited from 52 top management staff of the five multinational oil and gas producing companies in Nigeria. As a quantitative study, the primary data collection instrument utilized was the structured questionnaire. The test for the reliability of the instrument was carried out using the Cronbach alpha reliability instrument with a reliability threshold of 0.70. Spearman Rank Order Correlation Coefficients was utilized to test the hypothesized relationships with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. Findings from the study reveal that there is a positive statistically significant relationship between career planning and corporate survival of multinational oil and gas producing companies in Nigeria. The study recommends that the management of multinational oil and gas producing companies should identify and synchronize the individual and organizational career goals, in order to have well guided career planning initiatives that will guarantee professional enhancement, multi-skilling, versatility and flexibility of the workforce to support corporate survival.*

Keywords: *Adaptability, Career Planning, Corporate Survival.*

INTRODUCTION

Workers in contemporary society are expressing a strong desire to pursue more than just a job. They are looking for employment opportunities that promise an extension of their interests, personality and abilities. Hence, want a variety of things from their jobs besides a pay cheque and a few fringe benefits, and their loyalty to the organization depends upon the degree to which their employer satisfies these wants (Bartlett, 2012). With improved living standards, workers are no longer satisfied to have just a job and the usual fringe benefits. They want a career that expresses their interests, personality, abilities and that harmonizes with their total life situation. Unfortunately, most employers have failed to recognize this need and the tools and experiences they provide do not enable workers to develop in their career (Nzuve, 2007).

The world also is changing very fast. Under this globalised and dynamic environment, organizations face various challenges to retain and compete in the global market (Chetana & Das Mohapatsa (2017). As a result, a lot of related factors are in contention now while modelling an organizational policy; such as economic turmoil, technological advancement, diverse workforce, governmental policies and organizational work culture. In these circumstances, the fluidity of the human resource of an organization gives career stability and this creates an enormous competitive advantage as it gives the organization better chances of survival within the dynamic business environment. The long term career stability of employees enhance individual career growth and help to fulfil organization's needs as well. Mustafa and Mustafa (2017) sees the concept of career as a dynamic process that requires learning and advancement, which will eventually lead to progress and promotion on the administrative hierarchy. This will increase the employee performance and support retention (Foong-ming (2008); Obwaya, 2012).

Organizations do not operate in isolation; they are influenced by the actions or inactions of other players within their environment (Ahiauzu & Asawo, 2016), some who may be their competitors. Eisenhardt and Martin (2000) pointed out that organizations can obtain competitive advantages through several ways which includes making strategic innovations as informed by technological advances. But making strategic innovation is a product of a stable, well-developed and highly dependable human resource; because it is the quality and state of mind of managers in the organization that determines the quality of decisions concerning how the organization responds internally and externally to environmental pressures through the acquisition, development and utilization of resources. Hence the need to carefully develop the human resource of an organization through a deliberate career planning process. Organizations need to constantly improve their performance by being effective and efficient to ensure survival. Therefore, a lot of studies have been carried out using similar predictor variables but focussing on other sectors of the economy (Onukwufor, Umoh & Amah, 2018; Lyria, Namusonge & Karanja, 2017; Adewale, Abolaji & Kolade, 2011). But there is still a dearth of literature on the variables focused on the oil and gas industry in Nigeria. The purpose of the study therefore was to examine the relationship between career planning and corporate survival of multinational oil and gas producing companies in Nigeria.

This study was guided by the following research question:

What is the relationship between career planning and adaptability of multinational oil and gas producing companies in Nigeria?

Fig.1 Conceptual framework for the relationship between career planning and corporate survival

Source: Desk Research (2020)

LITERATURE REVIEW

Theoretical Foundation

Resource-Based View (RBV) Theory

This study is hinged on the Resource-Based View theory. According to Barney (2011), Resource-Based View theory is the approach that best describes how organizations can gain competitive advantage and increase their performance. According to the RBV theory, organizational resources are the most important determinants of the competitiveness and performance of the organization. The theory suggests that organizations need to integrate their resources, which are the key capabilities that they are assured of having for the sake of their internal operations and existence (Shivaraj & Vijayakumara, 2015).

In the view of Muhammad (2010), in an effort to bring into light the ways of integrating the organizational resources to win competitive advantage, the Resource-Based View theory is founded on two assumptions. First, the theory assumes that organizations in a given business environment are unrelated in the sense that their resources differ and the way that they integrate those resources is also different. Secondly, the theory assumes that due to the fact that immobility of some of the resources that make the strategies of the firms in a business environment differ, the heterogeneity of the firms may persist for a long period of time.

The Resource-Based View theory is very relevant to this study as it focuses on the uniqueness of the firm's resources, which includes its human resources and how they are integrated with other physical and organizational resources to give the organization competitive advantage. Career planning of the human resources of an organization could bring about a more balanced human resources with the willingness to commit to the goals of the organization and provide competitive advantage, thereby increasing employee performance and corporate survival.

Career Planning

Felix (2012) postulates that career planning is the intentional process where an organization or individual gets to know of personal competencies and focuses on plans to achieve specific career goals. It aims to discover the goals for a person's career and undertaking manpower programs to support that career (Antoniu, 2013). The researcher argues that career planning leads to the matching of individual and organizational career goals. Further, he postulated that to achieve this, career counseling activities should be embraced and provided to the employees. This would be done by professionals with psychological training who are well versed with both individual and organizational needs. Manolescu (2003) asserts that there are mainly two approaches to career planning namely the organization centered planning system and the person centered planning system. Furthermore, organization centered career planning primarily focuses on the development of manpower while the person centered planning system aims at discovering the competencies and interests of an individual. Hence, career planning lays down the roles of the two parties- the individual and the organization.

Zlate (2004) defines individual centered career planning as all the systematic procedures of self-assessment, researching of opportunities and setting goals which are intended to assist the individual to make suitable changes about his/her career. Therefore, the action is quite demanding and requires careful judgment in setting of both short and long term career objectives. But this does not deter organizations from promoting individual centered career planning activities as they have been acknowledged as supporting employee retention. Foong-ming (2008) makes the point that generally, an employee's decision to stay or leave often may depend on whether he/she perceives management as providing opportunities for self-growth and development. Provision of career development opportunities is seen as indicative of management's interest to encourage employees' career growth. As Perkins and White (2009:306) emphasize, "Access to learning opportunities… may be perceived among workforce members as a form of 'progression' and so potentially valued as an intrinsic benefit". The worth of the benefit is however subjective, as it depends on the perspective of the individual.

A study by CIPD (2005) found out that the individual's perspective on career is greatly influenced by the state of professional and personal life, age, family situations, financial and lifestyle desires. The study asserts that appropriate individual career goals can only be established when an individual fully understands his/her interests and personality; which is imperative for the individual and the organization as it will inform on the type of employability skills to focus on. Omolo (2013; 2014) noted that skills development programmes enable employees gain necessary employability skills. This is important in order to secure and retain decent work, to progress within enterprise and between jobs, and to cope with changing technology and labour market conditions (ILO, 2013), and this also meets employee and organizational goals, respectively. And with fewer promotional opportunities and jobs to satisfy the traditional career path expectations characterized by upward job mobility, job rotations and development of a multi-skilled workforce seem to be the way to go (Neveanu, 2003); to make employees more versatile and useful to themselves and the organization for now and in the future.

Corporate Survival

Corporate survival refers to the ability of an organization to uninterruptedly remain in operation in the face of diverse challenges (Akindele, Oginni & Omoyele, 2012). Sheppard (1993 cited in Gabriel & Kpakol, 2015) described organizational survivability as the ability of an organization to continue in existence, which was used to denote sustained learning and adaptive characteristics resulting from the organizations tendency for continued adjustment to seen and unforeseen changes, in the business environment. In contrast, business failure is when the operations of an organization come to an end due to inability to meet up with its financial obligations as a result of losses leading to bankruptcy (Dun & Bradstreet, 1979 cited in Akindele et al., 2012). Organizations are increasingly under threat of survival. Stevenson (2019) established that public companies in the United States have one in three chance of being delisted in the next five years, either due to bankruptcy, liquidation, merger, acquisition or other cause. And this situation applies to all organizations regardless of size, age or sector. Therefore, there is a huge threat of survival facing all organizations unless they are able to adapt to the demands of the changing business environment. But, for a business to continuously meet its obligations, it will to a large extent depend on the managerial process of directing the affairs of the organization regularly to meet the needs of all stakeholders in the face of complex business challenges (Akindele et al., 2012).

Adaptability

The organization is confronted by changes in the business environment that requires constant adaptation (Wobodo & Oparanma, 2019 cited in Wobodo, Orianzi, & Oko-Jaja, 2020). Organizational adaptability is the ability of an organization to recognise the need to change and seize the opportunities in a dynamic environment (Schulze & Pinkow, 2020). This will require the ability to adapt to a changing environment and shift in market conditions (Birkinshaw, Zimmermann & Raisch, 2016), by altering behavior, structures; and systems in order to survive (Denison, 2007). Adaptability entails translating the demands of business environment into action through the efficient leveraging of existing capabilities while also creating new capabilities to ensure future viability (Uhl-Bien and Arena, 2018). Organizations as open systems exist in the environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah & Baridam, 2012). But according to Sarta, Durand & Verne (2020), not every change is adaptive and not every adaptive move necessarily increases organizational performance. Sarta et al. (2020) provided a distinct definition of adaptation, as intentional decision making, leading to observable actions taken by organization members to bridge the gap between the organization and its economic and institutional environment. Four characteristics of adaptation are made evident by this definition; (a) intentional, the decision to react, anticipate or ignore changes is deliberate and based on awareness of the environment; (b) relational, whereby the organization and the environment influence each other; (c) conditioned, as dictated by the actions of other organizations; and (d) convergent, attempting to bridge the gap as informed by the environmental characteristics. Since environmental conditions are not static, adaptation cannot be viewed as a one stop process of organizational change but as a continuous process during an organization's life cycle. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Smit & Pilifosova, 2001).

Career Planning and Corporate Survival

One of the main reasons for a high rate of employee turnover in the present business world was career planning in most organizations. As argued by Ongori and Agolla (2009), organizations' failure to develop their personnel leads to career planning challenges which drove the employees to seek for better job opportunities for their own good. Therefore, an organization whose workers are frustrated due to career planning is likely to experience significant adverse effects, with the employees having a high tendency to leave the organization. Foster, Lonial and Shastri (2011) conducted a study on the effects that employee mentoring programme has on career plateauing and intentions to turnover among employees. The study, which used Canadian Certified Management Accountants as subjects, revealed that career plateau is correlated with turnover intentions. The study further revealed that the workers who had participated in mentoring programmes had significantly lower plateau tendencies and turnover intentions as compared to their colleagues who had not attended such programmes. And high employee turnover rate has been found to have impact on corporate survival. Adewale et al. (2011), investigated the relationship between employee turnover rate and corporate survival in Nigerian private tertiary institutions in Ogun State. The study found that talent retention contributes significantly to corporate survival.

Career planning also helps to better prepare the employee and the organization for future skill shortage challenges. So, if the organization is to survive and prosper in an ever changing environment, its human resources must be continuously developed and multi-skilled. So, career planning has now become an essential prerequisite of effective human resource management, productivity improvement and organizational growth (Gupta, 2008).

In order to ensure corporate survival, organizations have placed emphasis on improving organizational performance, effectiveness and efficiency through career planning initiatives. Onukwufor et al. (2018) examined the relationship between career development and organizational success of government parastatals in Rivers State. Using cross-sectional survey design, the study found that career identification, career planning and career commitment have positive relationship with organizational effectiveness and efficiency. Similarly, research by Lyria et al. (2017) aimed at determining the effect of career management on organizational performance of firms listed in Nairobi Securities Exchange found that there is a strong and positive relationship between career management and organizational performance of those firms.

In the same vein, Obwaya (2012) studied the effect of career development on performance of public primary schools in Starehe Constituency, Nairobi County, Kenya. The study investigated the effect of promotion, job mobility, redeployment and continuous learning on performance of primary schools. The study adopted a descriptive survey research design. The researcher found out that career development has a positive effect on employee performance in public primary schools. Further, career progression involves providing opportunities for employees to advance and develop their careers.

Based on the foregoing, the study hence hypothesized thus:

Ho_1: There is no significant relationship between career planning and adaptability of multinational oil and gas producing companies in Nigeria.

METHODOLOGY

The study adopted a cross sectional survey design. As a quantitative study, the primary data collection instrument utilized was the structured questionnaire. Using the census sampling technique, responses were solicited from 52 top management staff of the five multinational oil and gas producing companies in Nigeria selected for the study; out of this number 42 questionnaire were returned and they were all useful. The test for the reliability of the instrument was carried out using the Cronbach alpha reliability instrument with a reliability threshold of 0.70. Descriptive statistics was employed for answering research questions through the individual items in the questionnaire and to guarantee normality in the circulation and measures of central tendencies (mean scores) and dispersion (standard deviation). Spearman Rank Order Correlation Coefficients was utilized, at a 5% confidence level, to test the hypothesized relationships with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. The reliability coefficients obtained is as presented in table1:

Table 1: Reliability Coefficients for the Variables

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1.	Career Planning	5	42	0.703
2.	Adaptability	5	42	0.811

Source: SPSS Output

DATA ANALYSIS AND RESULTS

Data analysis and interpretation was done using frequency, mean and standard deviation. The study adopted modified 5 points Likert scale ranging from 5= Strongly Agree (SA), 4= Agree (A), 3= Neutral (N), 2= Disagree (D) and 1= Strongly Disagree (SD) for the univariate data.

Table 2: Response Rates and Descriptive Statistics for Career Planning

Career Planning		SA	A	N	D	SD	Mean	Std.
1.	My organization provides career advisory services to support employees.	24	6	4	5	3	4.02	1.352
2.	In my organization, alignment of employee's interest and organization needs, is considered.	13	16	3	7	3	3.69	1.278

3.	My organization embarks on multi-skilling of the workforce.	20	9	6	4	3	3.93	1.295
4.	My organization promotes learning opportunities.	9	23	5	3	2	3.81	1.018

Source: SPSS Output

From Table 2, the data illustrates the response rates and frequency for career planning measured on a 4-item instrument scaled on a 5-point Likert scale. The data on the first item shows a high tendency towards agreement as accounted for by the mean score of 4.02 and a standard deviation of 1.352. Similarly, the 2nd, 3rd and 4th question items with mean scores of 3.69, 3.93 and 3.81 and standard deviation of 1.278, 1.295 and 1.018 respectively also shows a high tendency towards agreement.

Table 3: Descriptive Statistics for Career Planning

	N	Minimum	Maximum	Mean	Std. Deviation
CP	42	2.00	4.75	3.8361	.70115
Valid N (listwise)	42				

Source: SPSS Version 23.0 Output

Table 3 illustrates the descriptive statistics for career planning with mean scores of 3.8361 and standard deviation of .70115, indicating that the respondents were on a high tendency towards agreement.

Table 4: Response Rates and Descriptive Statistics for Adaptability

Adaptability		SA	A	N	D	SD	Mean	Std.
1.	My organization responds appropriately to major shifts in the oil and gas industry	16	17	3	1	5	3.90	1.284
2.	My organization recovers quickly after an organizational setback.	10	24	3	1	4	3.83	1.124
3.	My organization responds rapidly to competitive actions that threaten the company	10	19	2	7	4	3.57	1.291
4.	My organization innovatively identifies potential cost-cutting and revenue streams	23	8	3	4	4	4.00	1.379

Source: SPSS Output

Table 4 shows descriptive data on the extent to which Adaptability is a measure of Corporate Survival. The 1st, 2nd, 3rd and 4th question items with mean scores of 3.90, 3.83, 3.57 and 4.00, and a standard deviation of 1.284, 1.124, 1.291 and 1.379 respectively, shows a moderate tendency of the respondents towards agreement.

Table 5: Descriptive Statistics for corporate survival

	N	Minimum	Maximum	Mean	Std. Deviation
AD	42	1.50	5.00	3.8274	1.01736
Valid N (listwise)	42				

Source: SPSS Version 23.0 Output

Table 5 illustrates the descriptive statistics for corporate survival with mean scores of 3.8274 and standard deviation of 1.01736, indicating that the respondents were on the agreement range of the scale which means that there is high corporate survival in multinational oil and gas producing companies in Nigeria.

Relationship between Career Planning and Corporate Survival

The bivariate analysis was carried out with answers to the research question and the tests of hypotheses using Spearman rank order correlation technique. Table 6 shows the result of correlation matrix obtained for career planning and adaptability which is a measure of corporate survival. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 6: Correlation matrix for career planning and corporate survival measures

			CP	AD
Spearman's rho	CP	Correlation Coefficient	1.000	.679**
		Sig. (2-tailed)	.	.000
		N	42	42
	AD	Correlation Coefficient	.679**	1.000
		Sig. (2-tailed)	.000	.
		N	42	42
		Sig. (2-tailed)	.025	.007
		N	42	42

Source: SPSS output version 23.0

Table 6 illustrates the test for the previously postulated bivariate hypothetical statement. The results show that for:

Research Question

What is the relationship between career planning and adaptability of multinational oil and gas producing companies in Nigeria?

The correlation coefficient (rho) result in Table 6 is used to answer our research question. The correlation coefficients (rho) indicate that there is a strong positive correlation between career planning and adaptability. The direction and strength of this relationship is depicted by the rho-value of 0.679. Therefore, the relationship between career planning and adaptability of multinational oil and gas producing companies in Nigeria is strong and positive indicative of a substantial relationship.

Ho: There is no significant relationship between career planning and adaptability of multinational oil and gas producing companies in Nigeria.

Furthermore, the relationship is significant at 5% confidence level since p 000< 000. Therefore, we posit that the null hypothesis is rejected, which entail that there is a significant relationship between career planning and adaptability of multinational oil and gas producing companies in Nigeria.

DISCUSSION OF FINDINGS

Based on the result, there is a strong positive correlation between career planning and adaptability which is a measure of corporate survival, as revealed by the rho value of 0.679. The relationship is significant at a 5% confidence level, as the p-value (0.000) is less than the level of significance. This indicates that there is a significant positive relationship between career planning and corporate survival of multinational oil and gas producing companies in Nigeria. Therefore, to ensure corporate survival, multinational oil and gas producing companies in Nigeria should create career planning initiatives that enhance their adaptability. The study of Onukwufor et al. (2018) supports this finding, where they established that career identification, career planning and career commitment supports organizational effectiveness and efficiency, which is an essential recipe for corporate survival. The success and survival of an organization is dependent on these variables as revealed by both studies.

The study also gives credence to Foster et al. (2011) findings where it was established that career plateau is correlated with turnover intentions. Thus showing the importance of career planning to the organization in terms of supporting talent retention, which contributes to corporate survival as revealed by the result of the study by Adewale et al. (2011).

That is why many organizations seem to be highly aware of the need to provide an environment in which the capacity to learn and adapt can be harnessed to benefit the individual and the organization (Beardwell & Holden, 1997), and that includes multi-skilling of the workforce through career planning initiatives (Gupta, 2008), to achieve versatility and flexibility to meet the demands of a dynamic business environment. This further strengthens Antoniu (2013) argument that career planning leads to the matching of individual and organizational career goals and for that to be achieved career counselling activities should be embraced and provided to employees. Organizations must provide, for their employees, environments that enable professional enhancement and self-esteem.

CONCLUSION

This study concludes that career planning and corporate survival of multinational oil and gas producing companies in Nigeria has a significant and positive correlation. Career planning seeks to provide guidance and encourage employees to fulfil their potentials and ensure better use of human resources through more satisfied, versatile and productive employees. Therefore, career planning facilitates the adaptability of the organization to meet changing business needs and this promotes the survival of the enterprise.

RECOMMENDATION

The study recommends that the management of multinational oil and gas producing companies should identify and synchronize the individual and organizational career goals, in order to have well guided career planning initiatives that will guarantee professional enhancement, multi-skilling, versatility and flexibility of the workforce to support corporate survival.

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Sustainable Supply Chain Management Practices and Corporate Social Responsibility of Petroleum Marketing Firms in Nigeria

Bright, C. Opara and Stephen, M. Owuso
Department of Marketing, Rivers State University

Abstract: *The purpose of the study was to investigate the effect of sustainable supply chain practices on petroleum marketing firms in the Nigerian oil and gas industry. The study adopted the the cross-sectional survey research design. The population of this study consists of the four hundred and fifty (450) independent petroleum marketers in Rivers State. The sample size of this study was drawn from the four hundred and fifty (450) independent petroleum marketers in Rivers State. The sample size of this study was determined using the Yamane (1967) formula. This method was adopted to generate an appropriate sample size for the study from which generalization can be made on the entire population because the population is large. Thus, two hundred and twelve (212) independent marketers or their managers constituted the respondents of the study. The respondents include directors, station managers, station supervisors and depot representatives. The hypotheses were tested using the Pearson Moment Correlation Coefficient with the aid of the Statistical Tool for Social Science (SPSS version 22). The study revealed that there is a strong, positive, and significant relationship between the dimensions of sustainable supply chain management practices and the measures of corporate social responsibility. We therefore, concluded that significant relationship exists between sustainable supply chain management practices and corporate social responsibility of petroleum marketing firms in the Nigerian oil and gas industry. As a result, the study recommends that petroleum marketing firms should be encouraged to be socially responsible as the study has shown that it has a positive influence on its stakeholders. Also, they are to be socially responsible as this has been found to be attractive to its stakeholders and finally they are encouraged to engage in sustainable supply chain management practices as this would give them a completive advantage.*

Keywords: *Sustainable supply chain management, economic performance, social performance, corporate social responsibility, social responsiveness, social responsibility*

Introduction

The issue of corporate social responsibility has garnered a lot of interest both locally and internationally. However, there has been an age long question as to the classification of what a socially responsible action connotes. Earlier scholars like Bowen (1953) argue that "social responsibilities of businessmen need to be commensurate with their social power." Again Carrol (1999) (citing Davies 1953) points out that most work of earlier scholars on corporate social responsibility stems from "the belief that several hundred largest business were vital centers for power and decision making and that the actions of these firms touched the lives of citizens at many point." Morrison (2011) stated that "many parties are affected by the decisions of large corporation including customers, employee, business partner and local, regional national and global communities. Sustainability is a central theme in recent time across and is gaining attention among several firms.

It is a truism that the role of the Nigerian oil and gas industry is crucial to the survival, development and indeed growth of the national economy. According to, Ikechukwu, Obindah, and Iledare (2018) the sector accounts for well "over 65% of the governments earning and nearly 95% of the foreign exchange earnings accruing to the country throughout the last decade, 2009–2018." This indicates to a large extent, the critical role the sector is playing in the Nigerian economy. Annual budget has been known to be planned and pegged around the forecasted successes of the flow into the government accounts from the sale of crude oil (Ajie, and Ameh, 2018). Another indicator as to the very significant role the sector is playing in the national economy of Nigeria. The supply chains in the oil and gas sector is a complex of relationships involving many firms operating across the three tiers of the sectors. The supply chains play significant role in each of these tiers of the sector. According to, Alaba and Agbalajobi (2014) some firms are engaged in the exploration (upstream), while others are in transportation (midstream) and some are engaged in distribution and marketing of the final product(downstream). Raul, Narkhede and Gardas (2017) listed out the activities of firms in the downstream sector to include refining, marketing, wholesaling and retailing of the final petroleum products across a chain of gas stations and convenience stores

Problem Statement

In recent times several organizations have publicly made policy statement that they would improve on their corporate social responsibility performances especially as it relates to human resources in their supply chain management practices which, includes healthier and safer working conditions, increased pay, significantly improved benefits and lesser working hours. Yet in spite of this steps taken by firms. There have been allegations that though an increasing number of companies pronounce their stand on supply chain social responsibility, via supplier codes of conduct or corporate social responsibility reports, concerns have been raised that for many firms, efforts in building a socially responsible supply chain are only for window dressing to improve their public reputation (Xia, Xingxing & Chunming, 2015).

As of today the bulk of the blame on product diversion, scarcity and inadequacies in the supply and distribution of the product across the nation is usually placed at the foot of these petroleum marketing firms. Scholars like (Peng & Poudineh, 2017; Yeeles & Akporiaye, 2016) attribute most of the sustainability concern in the industry to supply chain operations of these marketing firms. Also, Raut *et al*. (2017) pointed out that the "adverse sustainability challenges following operational failures vary among these three streams, with the downstream sector responsible for about 37% of the adverse occurrences, while the midstream and the upstream are responsible for 11% and 3% respectively.

Natural causes account for the rest of the adverse occurrences." Meanwhile, scholars like (Olujobi, oyewumi, & Oyewunmi, 2018) conducted a study to investigate the antecedent and consequences of supply chain sustainability practices of the oil and gas firms operating in the upstream and midstream. However, Peng and Poudineh (2017) noted that a perusal of literature shows limited report on the inherent challenges that arises from the supply chain management practices of petroleum marketing firms. Again the few studies that exist did not actually focus on the issue of supply chain sustainability in the downstream sector (Prpich Sam & Coulon, 2019; Wan Ahmad *et al*., 2016). Hence it becomes vital that we study the downstream sector with respect to its performance on supply chain. Therefore, with the revelation of this gap in literature this study seeks to fill that void by investigating the supply chain sustainability practices in the petroleum marketing firms in the downstream sector of the Nigerian oil and gas sector

Purpose of the Study

To examine the nexus between supply chain sustainability and corporate social responsibility of petroleum marketing firms in the Nigerian oil and gas industry. Other sub-objectives include:

1) To determine the nexus between economic performance and corporate social responsibility.
2) To ascertain the nexus between social performance and social corporate responsibility

Study Variable and Research Framework

Study variable unveils the direction of the research work they serve as the skeletal structure upon which the entire work is built upon. This study has two major variable sustainable supply chain management which is the predictor variable with economic performance and social performance as dimensions. Corporate social responsibility is the criterion variable with economic responsibility, ethical responsibility and legal responsibility as measures. In view of our research variable this study can be expressed in a functional relationship depicted below:

SSCMP = Sustainable Supply Chain Management Practices
EP = Economic Performance
SP = Social Performance
CSRP = Corporate Social Responsibility
SR_1 = Social Responsiveness
SR_2 = Social Responsibility

CSRP = ∫(EP+SP), where,
EP = (SR_1+SR_2)……………….1
SP = (SR_1+SR_2)………………. 2

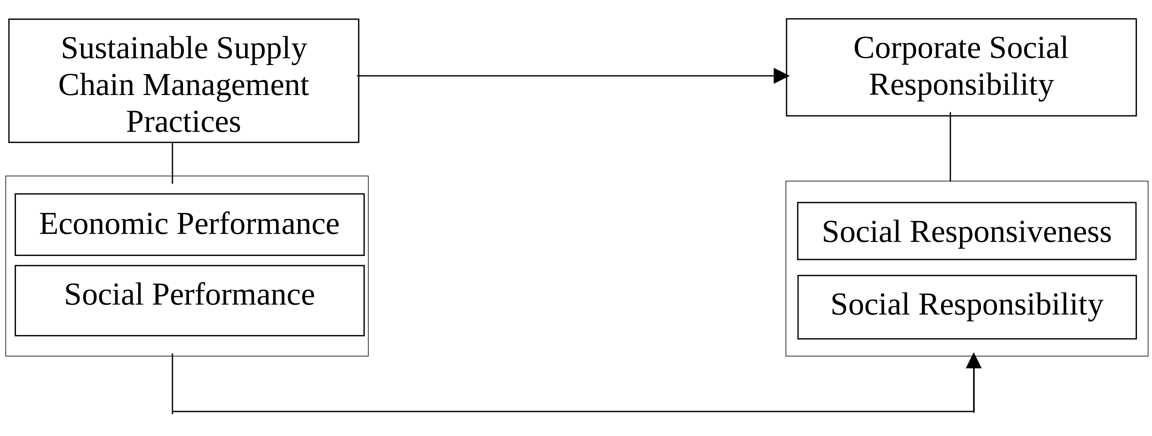

Fig.1.1 Conceptual framework of SSCM and CSRP
Source: **(**Khosroshani *et al*. 2018**;** Morrison, 2011)

Scope of the Study

The study limits itself to petroleum marketers in Port Harcourt Metropolis. In other words, the geographical scope of the study is Port Harcourt Metropolis. The reason is such that the researcher can more conveniently reach the respondents for the study.

Theoretical Foundation

This study is anchored on the corporate social responsibility theory. According to Morrison, (2011) this theory argues that as a link of wealth and power, corporate organization are meant to use their resources to address the issues of society at large. He alluded to the fact that the more resources that a corporate organization accumulates, the more it should embark on CSR. In addition to satisfying its economic and legal obligations in an ethical manner, Morrison (2011) argues that "the corporate organization should go beyond these basic responsibilities to be a "good neighbor" to society."

Sustainable Supply Chain Practices

Hong, Zhang, and Ding (2018) described sustainable supply chain practices as "the management of human, materials, information and capital resources through the cooperation among various supply chain management firms that are committed to maintaining environmental, economic and social stability." From this description we observe that sustainable supply chain practices involves the cooperation of firms that are committed to the ideal of a safe and healthy environment. They are concern about the adverse effect their operation has to the stability of the environment hence they are willing to collaborate to maintain a balance between their drive for profit and the stability of the environment, economy and society at large. As Adam, Zakuan, Shettimah, Saif, Ali and Almasradi (2019) noted that the term "sustainability" and "environmental" are being used interchangeably is indicative of the significance of the context of the oil and gas industry where most of the adverse effect of the operations of the petroleum marketing firms has a huge bearing on the environment before it can be translated into the economic and social dysfunctions. Hence, they argue that "integrating environmental concerns into the entire gamut of a firm's supply chain is the essence of supply chain sustainability" (Adam *et al*. 2019).

Economic performance

Tang and Zhou (2012) described economic performance as the capacity of firms to maintain a balance between profitability and sustainability. They argue that maintaining such a balance in the long run requires firm to take a holistic view towards sustainable financial flow (profit), resource flow (planet) and development flow (people) Tang and Zhou 2012). Most for profit organization have a responsibility to make profit for their shareholders and are often under pressure from governments, customers, and various stakeholder groups to effectively incorporate sustainability issues into their supply chain operations**.** One of the most popular indicators to measure an organizations performance has always been the financial performance an antecedent of economic performance. According to, Shen, Wang and Lo (2012) the concept of the "triple bottom line approach suggests that companies should consider social and environmental performance, not only financial performance, in their business operations." Furthermore, they assert that "with increasing awareness of sustainability, there is evidence that some consumers are willing to pay more for sustainable textile and apparel products."

Social performance

Searcy (2013) described social performance as the measurement of social issue that triggers concerns in society. Klassen and Vereecke (2012) on their part defined social performance as the "product/process-related aspect of operations that affect human safety, welfare and community development." According to, Baske, *et al*. (2013) some of the metrics for social issues include: health and safety incidents; health and safety practices; product safety; economic welfare and growth. Wood (2010) described social performance as a set of descriptive categorization of business activities that focuses on the impact and outcomes for society, stakeholder, and the firms. In other word the social performance is the organization setting polices and action plan that would allow them to monitor and gauge the effect of their operation on the stakeholder's environment etc. Saniteerakul *et al*. (2011) citing (Szekely and Knirsch 2005) proposed the 5 areas of social indicators for measuring and managing companies' social performance as follow:

- Human rights: with the rapid globalization of business, human rights performance in several countries is under scrutiny.
- Labor/employment issues: standard issues such as health and safety, education, training, industrial relations, wages, benefits, conditions of work/employment, accountability, image/reputation and harassment.
- Supplier relationships: contractual agreements with suppliers, supplier diversity and company policies on the screening of suppliers.
- Community initiatives: involvement in local communities, contribution to the local economy, ensuring local wealth and skills.
- Corporate philanthropy: donations, pre-tax profits and grant programs.

Corporate Social Responsibility

Bowen (2013) defined corporate social responsibility as "an obligation to pursue policies to make decision and follow lines of actions, which are compatible with the objectives and values of society." Here the scholar highlights the salient issue that guides social responsibility the organization values has to align with what is acceptable to the society and the wellbeing of the society. Morrison (2011) described social responsibility in terms of "the belief that corporations have a social responsibility beyond pure profit. As such, he argues that corporations should employ a decision –making process to achieve more than financial success on the assumption that CSR is integral to an optimum long term strategy." Here the emphasis of this description of CSR can be observe to imply that corporations should be concern about their responsibility to the society at large and not to their profit making alone. Also, the decisions to embark upon corporate social responsibility can become a strategic option. Khosroshani, Rasti-Barzoki and Hejazi (2019) views CSR as the social aspect of sustainability. They anchored their view from previous studies such as (Qin, Mai, Fry, and Raturi 2016; Yang, Xie, Deng, and Hong, 2013) these study considered the fairness concerns of one or more one member of the supply chains in other word the study examined the rationality of being fair that existed among supply chain members

Social Responsiveness

Saniteerakul, Sekhari, Ouzrout and Sopadang, (2018) citing (Fredrick 1978) described "social responsiveness as the capacity of a corporation to respond to the social pressure." Meanwhile Sainiteerakul *et al*. (2018) opined that "responsiveness provides an action counterpoint to the principle reflection of social responsibility." In addition, Saniteerakul *et al*. (2018) stated that "social responsiveness contributes an action dimension that is needed to complement the normative and motivational concept of corporate social responsibility." An earlier scholar Aekerman (1975) had suggested three features of a responsive organization. These include:

1. Monitoring and assessing environmental conditions
2. Attending to the myriad of demands by stakeholders and
3. Designing plans and policies to responds to the changes in the environment.

We can therefore, infer that the process of attaining social responsiveness lies in the "how to" how does managers and organizations act with respect to environmental and stakeholder's expectations and conditions.

Social Responsibility

Tate, Ellram, and Kirchoff (2010) stated that social responsibility can be structured to include three principles. These principles are: legitimacy principles that affect the business as a whole, public responsibility principles which applies to particular organization and discretionary principle which specifically refers to the duties of individual employee as a moral agent. In analyzing the principle of legitimacy we find that society has the right to establish and enforce a balance of power among its institutions and to define their legitimate functions (Saniteerakul *et al*., 2011). Tate *et al*. (2010) argues that the principle of social responsibility is dependent on the organizations duty to act affirmatively foe social wellbeing. Meanwhile, Saniteerakul *et al*. (2011) argue that the principle of managerial discretion is based on human choice and will. Which they believe has its focus on the options and opportunities available to individual actors within their organizational and institutional contexts. They assert that "the domain of discretionary responsibility typically has been operationalized as corporate philanthropy, or occasionally as corporate involved in public/private partnerships or collaborative social problem-solving ventures." This argument has been put forward by Tate *et al*. (2010) when he declared that "'Managers are moral actors. Within every domain of corporate social responsibility, they are obliged to exercise such discretion as is available to them, toward socially responsible outcomes."

Empirical Reviews

Economic Performance and Corporate Social Responsibility

Blasi, Caporin and Fontini (2018) conducted a study on a multidimensional analysis of the relationship between corporate social responsibility and firm's economic performance. Their study unveiled interesting results regarding the nature of the relationship between CSR activities and economic performance. Firms in the Oil & Gas sector have been known to invest more in all areas of CSR with an almost always-positive return on financial performance and a reduction of financial risk The meta analysis of the empirical studies conducted by Horvathova (2010) showed mixed results in assessing the relationship between CSR and companies' performances. However, some scholars have shown positive relationship between economic performance and CSR (Margolis and Walsh (2003), Rettab *et al*. (2009), Lin *et al*. (2009) and Sun (2012) showed that companies involved in CSR take advantage of the positive environments they have created. Meanwhile, other scholars found a negative relationship between the two. Vance (1975), Wood and Jones (2005), Brammer and Millington (2008), Anginer *et al*. (2008), Brammer *et al*. (2005) and Nejati and Ghasemi (2012) showed that the market punishes companies' efforts to improve their CSR activities. Yang (2016) attributes this disparity to the time of the analysis, being of the view that the negative relationship may be seen in the short run but in the long run the relationship will ultimately be positive.

In the light of the revelations from literature we therefore hypothesized that:

Ho_1: Economic performance does not significantly relate with social responsiveness in the petroleum marketing firms in the Nigerian oil and gas industry.

Ho_2: Economic performance does not significantly relate with social responsibility in the petroleum marketing firms in the Nigerian oil and Gas industry.

Social Performance and Corporate Social Responsibility

Scholars like (Varsei *et al*. 2014; Fahima and abbarzadeh 2016) argues that there is little consensus for the measurement of social performance as some authors use qualitative metrics. Hence social performance measures appear to vary considerably from the other performance measures, examples include safety, health, human rights, ethics, and philanthropy to mention but a few. Ashby *et al* (2012) stated that "social performance is not limited to being measured exclusively within the boundaries of individual firms, but extended to their engagement with both internal and external stakeholders including community, society, employees, buyers and suppliers.

Sohn *et al*. (2015) observed that information on firm's CSR, expressed by Corporate Social Performance (CSP) indicators has positive effects on a firm's attractiveness to job seekers. Meanwhile, scholars argue that stakeholder influence can drive a firms' social performance (Gualandris *et al*., 2015; Flammer, 2016; Servaes & Tamayo, 2013). Internal and external stakeholders in the supply chain include buyers and suppliers, shareholders, customers, government. Extant literature on social performance in terms of the relationship with suppliers shows a dependence on customers/suppliers (stakeholder integration) financial performance (Zhang & Huo, 2013). In the light of the revelation from literature we therefore hypothesized that:

Ho_3: Social performance does not significantly relate with social responsiveness in the petroleum marketing firms in the Nigerian oil and gas industry.

Ho_4: Social performance does not significantly relate with social responsibility in the petroleum marketing firms in the Nigerian oil and gas industry.

Methodology

The researchers adopted a cross-sectional survey research design. Data were collected through questionnaire drawn using Likert's five-point scale, ranging from "strongly disagree" to "strongly agree". The predictor variable sustainable supply chain management used strategic economic performance and social performance as indicators while the criterion variable; corporate social responsibility was measured using social responsiveness and social responsibility. The population of this study consists of the four hundred and fifty (450) independent petroleum marketers in Rivers State (IPMAN Journal, 2015). The sample size of this study was drawn from the four hundred and fifty (450) independent petroleum marketers in Rivers State. The sample size of this study was determined using the Taro Yamani (1967) formula. This formula was deployed to generate an appropriate sample size for the study from which generalization can be made on the entire population because the population is large. Thus, two hundred and twelve (212) independent marketers or their managers constituted the respondents of the study. The data were analyzed and interpreted into meaningful information with descriptive, inferential statistical and the hypotheses were tested by employing the Pearson Moment Correlation Coefficient with the aid of the Statistical Package for Social Science (SPSS version 22).

Table 1: Summary of Reliability Analysis

S/N	Variables	Number of items	Cronbach's Alpha Coefficient
1	Economic Performance	4	0.877
2	Social Performance	4	0.923
3	Social Responsiveness	4	0.898
4	Social Responsibility	4	0.912

Source: SPSS output 2020.

Result and Discussion

Ho$_1$: There is no significant relationship between economic performance and social responsiveness

Table 2: Correlation between Economic Performance and Social Responsiveness

		Economic Performance	Social Responsiveness
Economic Performance	Pearson Correlation	1	.840**
	Sig. (2-tailed)		.000
	N	190	190
Social Responsiveness	Pearson Correlation	.840	1
	Sig. (2-tailed)	.000	
	N	190	190

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

The result above in table 2 is indicative of a strong and positive relationship between economic performance and social responsiveness. As shown by the correlation coefficient of 0.840. The probability value is less than the critical value i.e. 0.000< 0.05. Thus, we reject the null hypothesis which states that there is no significant relationship between economic performance and social responsiveness.

Ho$_2$: There is no significant relationship between economic performance and social responsibility.

Table 3: Correlation between Economic Performance and Social Responsibility

		Economic Performance	Social Responsibility
Economic Performance	Pearson Correlation	1	.912**
	Sig.(2-tailed)		.000
	N	190	190
Social Responsibility	Pearson Correlation	.912	1
	Sig.(2-tailed)	.000	
	N	190	190

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

The result above in table 3 is indicative of a very strong and positive relationship between economic performance and social responsibility. As shown by the correlation coefficient of 0.912. The probability value is less than the critical value i.e. 0.000< 0.05. Thus, we reject the null hypothesis which states that there is no significant relationship between economic performance and social responsibility.

Ho_3: There is no significant relationship between Social Performance and Social Responsiveness

Table 4: Correlation between Social Performance and Social Responsiveness

		Social Performance	Social Responsiveness
Social Performance	Pearson Correlation	1	.932**
	Sig. (2-tailed)		.000
	N	190	190
Social Responsiveness	Pearson Correlation	.932	1
	Sig.(2-tailed)	.000	
	N	190	190

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

The result above in table 4 is indicative of a very strong and positive relationship between social performance and social responsiveness. As shown by the correlation coefficient of 0.932. The probability value is less than the critical value i.e. 0.000< 0.05. Thus, we reject the null hypothesis which states that there is no significant relationship between Social performance and social Responsibility.

Ho_4: There is no significant relationship between Social Performance and Social Responsibility

Table 5: Correlation between Social Performance and Social Responsibility

		Social Performance	Social Responsibility
Social Performance	Pearson Correlation	1	.874**
	Sig.(2-tailed)		.000
	N	190	190
Social Responsibility	Pearson Correlation	.874	1
	Sig.(2-tailed)	.000	
	N	190	190

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

The result above in table 5 is indicative of a strong and positive relationship between economic performance and social responsiveness. As shown by the correlation coefficient of 0.874. The probability value is less than the critical value i.e. 0.000< 0.05. Thus, we reject the null hypothesis which states that there is no significant relationship between social performance and social responsibility.

Discussion of Findings

The result from the study shows that economic performance is significant and positively related to social responsiveness an antecedent of corporate social responsibility. This is consistent with the position of Sun (2012) who also found positive relationship between economic performance and CSR. Again the result revealed a positive and significant relationship between economic performance social responsibilities an antecedent of corporate social responsibility. This position is in line with Lin *et al*. (2009) whose study showed that companies involved in CSR take advantage of the positive environments they have created via social responsiveness.

Meanwhile, result from the study shows that social performance is significant and positively related to social responsiveness. This position is consistent with that of Sohn *et al*. (2015) when they found that information on firm's CSR, expressed by Corporate Social Performance (CSP) indicators has positive effects on a firm's attractiveness to job seekers and finally social performance was found to be significant and positively related to social responsiveness. The position is consistent with scholars like (Gualandris et al., 2015; Flammer, 2016; Servaes and Tamayo, 2013 2013) who found that stakeholder influence (an antecedent of social responsiveness) can drive a firms' social performance.

Conclusion

Findings from the study revealed a significant strong and positive relationship exist between all the dimensions of sustainable supply chain management practices (economic performance and social performance and the measures of social corporate responsibility (social responsiveness and social responsibility. This suggest that firms that engage on sustainable supply chain management practices would gain competitive advantage as stakeholders especially customer would be willing to patronize such firms as they would see that such firms are making effort to consciously taking steps that includes healthier and safer working conditions, increased pay, significantly improved benefits and lesser working hours

Recommendations

Based on the finding and the conclusion of the study, it is therefore recommended as follows:

1) Petroleum marketing firms should be encouraged to be socially responsible as the study has shown that it has a positive influence on its stakeholders.
2) Petroleum marketing firms should be socially responsible as this has been found to be attractive to its stakeholders
3) Petroleum marketing firms are encouraged to engage in sustainable supply chain management practices as tis would give them a completive advantage.

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Comparative Analysis of U.S and Chinese Based Companies Internationalization Strategies and its Implications on Local Market Behavior: A Case of the Food and Beverage Market in Nigeria

Coker, Preye Robert[1]; Macaulay, Onovughakpo Augustine[2], PhD; Idemudia, Sunday Aliyu[3]; Ule, Prince Alamina[4]

[1]Doctoral Candidate, Department of Marketing, Niger Delta University, Bayelsa State, Nigeria.
E-mail: cokerresearchscholar@gmail.com

[2]Department of Management, Igbinedion University, Okada.
[3,4]Doctoral Candidates, Department of Management, Niger Delta University, Bayelsa State, Nigeria.

Abstract: *As the domestic market becomes saturated with less opportunity due to globalization and regional integration, companies around the world are forced to seek for external opportunities in order to remain in business and be competitive. Based on this assertion, this paper seek to examine critically the internationalization strategies of U.S and Chinese based companies and its implications on local market behavior of the food and beverage market in Nigeria. We theoretically analyzed this paper from three strategic stand points such as corporate core values, modes of entry and market entry strategy of these two economic super powers. The paper revealed that neither U.S nor Chinese Companies does not have best strategy for internationalization; rather the best strategy depends on several key factors ranging from the firm international experience, the resources available, nature of the market, competent personnel to manage overseas marketing operations, economic considerations, strategic goals/objectives, attitude and orientation of top management and type of product; though the management orientations of the companies from the two economic super powers differs significantly in terms of corporate core values and international marketing strategy. The emergence of these two super powers has really impacted positively on local market behavior in Nigeria's food and beverage market in terms of improve technology, knowledge spillover, quality products/services, wealth creation and marketing expertise. Today Nigeria's local firms have started going global because of the technology and marketing knowledge spillover gained from them.*

Keywords: *Internationalization strategies, Food and Beverage Market in Nigeria, U.S and Chinese Companies.*

1. Introduction

International trade is booming and global competition is intensifying (Kotler & Armstrong, 2010) among nations as a result of the increasing level of globalization of the world economy and regional integration. Based on this development many companies of the world have realized the fact that their domestic market will inevitably become saturated and no longer as rich in opportunity; which in the long-run foreign companies will definitely penetrate the market (Kotler & Armstrong, 2010; Yu & Fu, 2013). It is obvious that domestic firms that refused to go global, definitely risk the chance of going out of business by losing the home market to foreign companies or hamper their growth level. Perhaps this reason has induced many local small and medium scale enterprises to internationalize by becoming transnational corporations or multi-national enterprises (MNEs). That is why today a lot of companies in the world most especially from the western economies like U.S and Eastern Europe, Latin American, Asian and African companies are striving to expand into foreign markets to become more competitive. Among various international companies, the U.S and Chinese firms were chosen to be the focus of this paper because these two nations are at the front burner of modern day international marketing.

The U.S economy is regarded as the biggest economy in the world with nominal GDP of $21.44 billion dollars and followed by China with nominal GDP of $14.14 billion dollars in 2019 (Investopedia, 2020). Initially, China economy was very slow due to a centrally-planned closed economy but of late, it is the fastest growing economy in the world and presently threatening to surpass the U.S economy. The reason for the rapid growth of China's economy is attributed to the open door policy she adopted in 1992-2001 (Zakic & Radisic, 2017), coupled with financial assistance from the home financial institutions (Benson, 2019) and special grants/loans offered to developing nations that are in needs; which has paved way for the fast penetration of Chinese firms expanding into foreign markets (Brunswick Report, 2019). This development has provoked the U.S and other western economies (Zhao, 2018) by infuriating international trade wars, thereby influencing local market behavior of host countries around the world. Some have resorted to increasing international trade barriers to restrict the influx of these multinational giants to protect infant industries and domestic firms, while some of the local firms have decided to improve on their product/service offerings or merge with bigger firms by pooling resources together to compete favorably with them.

The internationalization strategy which has to do with mode of entry and market entry strategy of these two economic super powers have great implications on local market behavior in regards to host country prosperity. Their presence, coupled with professional management practices and international marketing strategies have change the way businesses are being done in the local market. They provide managerial skills and competence that improve production and marketing as well as promote export competitiveness in the local market (Ferdausy & Rahman, 2009). The food and beverage market in Nigeria have really benefited from the emergence of U.S and Chinese based firms such as Coca-Cola, Pepsi-Cola and C-Way Nigeria Drinking water science and technology Co. LTD in terms of value added services and wealth creation. The progress made so far has helped to groom local firms to improve product and service quality, distribution, advertising, packaging, pricing and marketing research. Today, Nigerian food and Beverage firms are beginning to go global by competing with global brands; a good example is Chi-Limited producer of quality fruit juice incorporated in 1980 which is currently acquired by U.S multinational giant Coca-cola (Ishaw, 2017; Uche, 2019). Even in London people can now see made in Nigeria goods in grocery stores (Uche, 2019).

Despite the importance of U.S and Chinese based firms' internationalization strategies and its impacts on local market behavior of host countries; no study has examined the comparative analysis of U.S and Chinese based Companies internationalization strategies and its implications on local market behavior. The only study that attempted to critical compare the mission statement of these two countries were carried out by Lin, Huang, Zhu & Zhang (2019). This paper seeks to close this gap.

To facilitate a comparison of U.S and Chinese Companies internationalization strategy, we looked at their corporate core values by comparing them as well as using the two dimensions of internationalization strategy such as mode of entry and market entry strategy of these two economic super powers and its implications on local market behavior of food and beverage market in Nigeria.

Based on the above objective, this paper seeks to ask the following questions:

- Does the mode of entry and market entry strategy in foreign markets differ between U.S and Chinese based Companies?
- Does U.S and Chinese firms differ in their corporate core values?
- Does internationalization strategy of U.S and Chinese Firms impacts significantly on local market behavior in the food and beverage sector in Nigeria?

The findings from these questions raised are also justification of this paper.

2. Literature Review

2.1 The Food and Beverage Market in Nigeria

The drastic decline in crude oil price in the 1980s created room for Nigeria to nose-dive into recession and this gave rise to plummeted foreign inflows which adversely affected Nigeria's capacity to import goods by encouraging local companies to spring up by looking inwards in exploiting local production for import substitution (Ishaw, 2017). This development brought about many food and beverage companies including foreign ones into Nigeria's market in order to meet local demands. The sector is diverse and has a wide range of different products and production processes that could be grouped into distinct classifications which include; flour and grain, soft drinks, carbonated water, breweries, starch, food products/eateries, meat, poultry, fish, tea, coffee, fruit juice, animal feed, sugar, distillers, blending of spirit and chocolates (Ojo, 1998 as cited in Rosabel, 2018). Perhaps companies like Nigeria bottling company makers of Coca-cola, Nestle foods, Cadbury Nigeria Plc, Mr Biggs eateries, seven-up, UAC of Nigeria, Chi-Limited, Nigeria Breweries, Guinness, La cacera, Dangote flourmill, Rite food and Royal crown cola are major participants in the food and beverage market in Nigeria. Some of them are foreign owned companies (MNEs), while some are indigenous companies competing in the market.

2.2 The Concept of Internationalization

Internationalization is perceived to be a dynamic concept with so many dimensions and interpretations (Welch & Luostarinen, 1988; Dawei, 2008). The concept of internationalization has been widely been defined as a process that used to increase the involvement of business activities in foreign markets (Azuayi, 2016). Internationalization involves the process of adapting exchange transactions and product in such a way that it conforms to the needs of international markets (Anderson, 1997 as cited in Dawei, 2008). Looking at the various definitions, it is obvious that internationalization is perceived from two distinct strategic dimensions. One has to do with mode of entry (i.e how to enter the market) and the other deals with tailoring product to meet local needs (i.e marketing entry strategy).

Apparently, extant literature on firm's internationalization process primarily focused on multi-national corporations expanding abroad to exploit emerging opportunities and gain competitive advantages (Tsai & Eisingerich, 2014). In an attempt to expand abroad or going into foreign markets requires incremental processes that need to be carried out by the firm. Perhaps early theories of firm's internationalization processes have come up with incremental model of internationalization (Cuervo-Cazurra, 2010). The incremental model opines that business firms gradually increase their level of commitment and investment as they strive to gain additional knowledge about the foreign market they desire to enter through direct experience (Cuervo-Cazurra, 2010; Tsai & Eisingerich, 2014). This body of research also asserts that business firms that wish to internationalize, actually invest initially in geographically close markets (countries) and later expand into more distance foreign markets (Erramilli, Sivastava & Kim, 1999).

2.3 Internationalization Strategy: Mode of Entry Dimension

Internationalization strategy could be achieved through different mode of entries which include: exporting, merger and acquisition, joint venture and direct investment (Kotler & Amstrong, 2010; Parlabene, 2012; Azuayi, 2016; Zakic & Radisic, 2017).

- **Exporting:** Internationalization strategy can be done through exporting to foreign markets (Kotler & Armstrong, 2010). Companies do export their surpluses from time to time or it may make active commitment to expand exports to a particular market. Most firms obviously commence internationalization by using indirect exporting via collaborating with independent marketing intermediaries that has international marketing expertise. Perhaps the company can also resort to direct exporting whereby they handle the entire export activities themselves (Kotler & Armstrong, 2010).
- **Merger & Acquisition:** The merger strategy relates to the coming together of two or more firms about the same size as single new company rather than operating separately; while acquisition normally takes place when one company out rightly purchase another company and positioned itself as the new owner (Investopedia.com, 2010).
- **Joint Venture:** A company can also internationalize by entering into a foreign market through joint venturing. This has to do with joining or pooling resources together with foreign firms to produce or market products or services (Kotler & Amstrong, 2010). They specifically identified four distinct variants of joint venturing such as; licensing, contract manufacturing, management contracting, and joint ownership.
- **Direct Investment:** The largest investment in a foreign market comes through direct investment which has to do with the development of foreign-based assembly across national frontiers (Kotler & Amstrong, 2010). Direct investment involves a capital investment outlay developed across national boundaries in expectation of certain returns on the invested capital. Perhaps these investments could be perceived in different forms

in terms of public investment by state and private investment by specific individuals or groups as well as investment firms (Zakic & Radisic, 2017).

2.4 Internationalization Strategy: Market Entry Strategy Dimension

It is obvious that firms intending to operate in one or more foreign markets must decide to what extent their marketing strategies and programs are aligned to meet local conditions (Kotler & Armstrong, 2010). According to them, we have global companies that use standardized global marketing strategy and adapted global marketing strategy to enter foreign markets. The issues of standardization and adaptation strategy are increasingly attracting a lot of scholarly attention due to its relevance in international marketing and extant literature have revealed three major dimensions of market entry strategy such as total standardization, total adaptation and contingency dimension (Zou, Andrus & Norvell, 1997). Total standardization here implies that the same marketing strategy is adopted in mass market (Samiee & Roth, 1992), while total adaptation has to do with customizing the marketing strategy to meet individual market needs (Zou, *et al*., 1997). The contingency perspective strikes a balance between standardization and adaptation, maintaining that the extent of standardization or adaptation depends on the internal and external environmental factors influencing the organization (Jain, 1989; Zou & Cavusgil, 1996).

2.5 Comparison of U.S and Chinese-Based Companies Corporate Core Values

It has been revealed in extant literature that U.S and Chinese Companies does not share the same corporate core values. The reason is that the nature of American and Chinese Companies are perceived to have different corporate background in terms of ownership structure (Lin, Huang, Zhu & Zhang, 2019). They went further to say that majority of Chinese firms highlighted on the fortune 500 Lists are mainly state-owned enterprises, while majority of American fortune 500 firms are privately owned.

However, the mission statement of Chinese firms have societal orientation and basically focused on the social roles of the organization to the society at large, while American firms core values pay more attention to the satisfaction of esteem customers and partner relationships (Lin, *et al*., 2019). From the above premise, it therefore means that Chinese firms concern for her esteem customers is low as well as products and service offerings but gives major attention to the host government, while the case is quite different for American firms by giving more regards to customers by creating value for them with quality products and services.

2.6 Comparison of U.S and Chinese-Based Companies Mode of Entry in Foreign Market

The expansion of business across national frontiers allows firms to pursue growth opportunities which are unavailable in the home market and this could be done through different entry modes as discussed in sub-section 2.3 above. Based on the conceptualization of entry mode, we are going to compare U.S and Chinese Companies mode of entry in foreign markets.

2.6.1 American Companies Mode of Entry

American firms in their relationship with European firms that the likelihood of acquisition is decrease if the European partner is located outside the U.K, since it is the country with the least American cultural distance (Mc Naughton, 2001). But he found that the likelihood of joint venture is increased. Based on the above premise, it is obvious that American firms prefer joint venture arrangement when the foreign market they want to enter is more uncertain. This will help to provide relevant information about the market they want to enter and ownership control (Calegario, Houston & Bruhn, 2015). Perhaps acquisition by American companies in this case is not desirable because of the financial risk involved and difficulty in understanding local knowledge. But if the American firm has full knowledge and experience in the host country, they prefer acquisition entry strategy. This is exactly what happened when Coca-cola out rightly bought over Chi-Nigeria limited a strong global player of fruit juice soft drink market.

2.6.2 Chinese Companies Mode of Entry

When going abroad Chinese companies are more flexible in the sense that they use different strategies in different circumstances (Zakic & Radisic, 2017). It has been revealed that majority of private Chinese firms and entrepreneurs when internationalizing prefer to acquire foreign firms or merge with foreign ones than concentrating in the local market (Zakic & Radisic, 2017). However, among the prioritized investment abroad, Chinese companies prefer export and sales outside china seconded by merger and acquisition entry strategy to internationalize their operations overseas (Brunswick report, 2019). Most of the Chinese companies that adopted merger and acquisition are investing in mining, oil and gas, electrical energy sector, while investors in the automobile and machinery and equipment entered through the Greenfield investment strategy (Frisehtakc & Soares, 2013). According to them, merger and acquisition offer a fast route for Chinese companies looking to enter most foreign markets. The global financial crisis created new opportunities for Chinese companies to acquire significant stakes in large financially distress European natural resources companies and American companies (Zakic & Radisic, 2017).

2.7 Comparison of U.S and Chinese-Based Companies Market Entry Strategies

The most vital and challenging decision facing companies when deciding to market across international frontiers is the extent to which those operations will be the same (standardization) or different (adaptation) from their domestic ones (Hise & Choi, n.d). Companies from different countries have their respective challenges in terms of entry barriers in foreign markets due to economic forces, legal restrictions, geographical forces, political considerations and socio-cultural differences like culture and language. In this case we are going to look at U.S and Chinese firms entering foreign markets. The question is; can they apply the same market entry strategy in a given market? The answer is not far-fetched as we are going to discuss each of their market entry strategies and the situations that call for a given strategy in order to ascertain if actually they employ same strategy in foreign markets.

2.7.1 U.S-Based Companies Market Entry Strategy

The decision for U.S based companies to enter a specific foreign market or group of foreign markets by using standardization, adaptation or contingency strategy depends on the type of product, the market, available resources, economic conditions, strategic goals/objectives, attitude and orientation of top management, availability of competent personnel to run overseas marketing operations and international marketing experience (Hise & Choi, n.d; Douglas & Craig, 1989). It has been revealed that American companies have strong preference for standardization strategy due to the overwhelming benefit of minimizing cost and profit maximization (Hise & Gabel, 1995). According to Blue Back Globy (2018) that historically, the strategic orientation of many U.S companies was to reduce operational cost. However, U. S companies also deploy adaptation strategy when entering overseas market that has huge cultural difference with them like countries in Asia such as China, Japan, Singapore and India as well as some countries in Europe such as France, Spain, Portugal, Germany and Italy etc. For example, when U.S firm Coca-Cola attempted to enter Chinese market in 1928, they find it difficult to brand their name in Chinese language because of cultural difference. In a similar study by Kacker (1972; 1976 as cited in Hisel & Choi, n.d) discovered that 45% of U.S.A firms reported significant modifications of products marketed to India. Brand names are expected to be modified carefully in order to relate with local consumers as in the case with Coca-Cola Company in Chinese market. Perhaps cross-cultural translation of a brand name in both content and context needs to be properly aligned in order to be attractive or appeal to the local market as well as projecting the global image of the brand (Alon, Littrel & Chan, 2009).

Despite the adoption of adaptation strategy by U.S based Companies in some foreign markets; they are more prone to using standardization strategy to penetrate foreign markets; though some adjustments are necessary due to language and cultural differences. According to Levitt (1983) some U.S based companies have already taken absolute advantage of a robust global market entry strategy to become global players. He further stated that American companies had the impression that advanced technology in regards to communication and transportation has homogenized the markets around the world; as such, global consumers have emerged that seek more of high quality product at low prices. Ohmae (1985) re-affirmed the above claim that consumers' taste and preferences in terms of demand has become relatively homogeneous; therefore firms must not be worried about the differences (heterogeneous) in cultures, economies, and political system across international frontiers but should view the world as a single global market. This perception is being embraced by majority of American Companies going global.

Furthermore, in the aspect of the type of product, Boddewyn, Soehl and Picard (1986) provided a longitudinal study of five years interval from 1973-1988 of the standardization and adaptation strategies of U.S manufacturers of consumers' durables, non-durables and industrial products doing business in the European community and discovered that majority of the respondents attested that standardization strategy is the predominant strategy for U.S base Companies in all categories of products. In addition, Hise & Gabel (1995) and Hise & Choi (n.d) in their studies found out that majority of American Companies including food and beverage companies in overseas operations were adopting the same customer service strategies in their overseas markets as they were using same domestically, instead of the expected adaptation configuration. The reason is that they believe that standardized marketing mixes deployed in their domestic market is more effective and executives believe that it will help their products to gain fast penetration easily at least cost with higher profit margin than incorporating adaptive strategy that could give rise to incremental cost, thereby reducing profit (Hise & Choi, n.d).

2.7.2 Chinese Based Companies Market Entry Strategy

The predominant market entry strategy adopted by Chinese based Companies is adaptation strategy i.e customization. The reason is that China does not share the same or similar language and culture with majority of her trading partners most especially countries in Europe, America, Africa and part of Asia. Given that Chinese and English originated from different historical roots, Chinese firms or brands entering foreign markets are likely to face marketing communication challenges; hence will require adaptation strategy (Alon, *et al*., 2009). It has been observed that adaptation strategy attracts incremental cost but China has a strong competitive advantage in terms of lower costs in production, marketing and post sales services (Micheli & Carrillo, 2015). Chinese Companies have the impression that the international market is highly heterogeneous with diverse cultures, as such they restructure the organization and products through adaptation (customization) to meet local demand in each targeted segment. The product could be the same for each market segment but the communication might need adjustment due to language barrier (communication adaptation), while in some cases the product requires adaptation with same messages across the targeted market segment (product adaptation). According to Micheli & Carrillo (2015) in their study opines that the general rule of most Chinese Companies is that if the work order require a major technological change in a product that the host country office cannot handle, then the country of origin office takes over the restructuring (dual adaptation/invention). One interesting issue about Chinese based Company success abroad is that they take time to study the market conditions and behaviors of the host country in order to gain local knowledge before investing in such country (Brunswick Report, 2019).

2.8 Its Implications on Food and Beverage Market in Nigeria

The U.S and the Chinese Companies internationalization strategies have really impacted positively on local market behavior in developed and developing economies like the food and beverage market in Nigeria. Perhaps several articles have been written on how firms from these two economic super powers exercise dominance over local firms in Nigeria. A close analysis reveals that Nigeria food and beverage market is sub-divided into several classifications as discussed in preceding sub-heading and in each sub-sector has market leaders dominating the sector and most of the market leaders are multinational corporations doing business in Nigeria with head office in the country of origin.

However, the U.S Companies in Nigeria have impacted positively to the local market in the sense that the companies have created over 3million jobs and generated N1.4 trillion naira in revenue (Adesoji, 2020). Over 66% of U.S based Companies have identified Nigeria as a regional hub for their international operations in West Africa and they have a local content target which reflects in areas such as products, people and supply chains (Adesoji, 2020). Good examples of such U.S Companies are Coca-cola Company and PepsiCo Food Company makers of Pepsi-Cola. Obviously, Coca-cola and PepsiCo often bring better and more advanced products into local markets in Nigeria and local companies producing soft drink must meet up the competition by producing quality soft drinks to remain in business. It therefore means that the emergence of Coca-Cola Company and PepsiCo Company has made a lot of locally produced soft drinks to improve in quality, thereby help in building export competitiveness for local firms. Today Chi-Limited an indigenous soft drink manufacturer has become a global player by penetrating the West African market with quality fruit Juice (Ishaw, 2017) and Coca-cola seeing their progress level bought 40% stake in the company and finally bought over the company (Ojekunle, 2019). Another practical example of local firm that has gained knowledge and marketing skills from global firms is La Casera soft drink; an indigenous brand penetrating Nigeria's market by competing with global brands like Coca-cola and Pepsi-Cola. In fact, U.S Companies have helped local companies in the food and beverage market to advance their method of doing business with better technology by creating value for their esteem customers.

More so, the Chinese companies are not left behind in the sense that their emergence in Nigeria's food and beverage sector has impacted positively on the local market by offering solutions to basic Nigeria problems, thereby creating value in return (Benson, 2019). The investment of Chinese companies in Nigeria worth over $20 billion dollars and still counting and they have created millions of jobs to Nigerians (Odutola, 2019). It was revealed that scores of Chinese businesses dominate the retail segment of the Nigeria's market in various part of the country such as; C-Way water, Viju milk, Chinese restaurant, Golden Imperial Chinese Cuisine, Golden gate, Oasis Bakery all in Lagos and many part of Nigeria are enjoying tremendous patronage from the local market (Odutola, 2019). Among all C-Way water is the predominant Chinese brand in Nigeria that has penetrated the local market, though the brand was introduced 1999 when the water market in Nigeria is already saturated (Liaxing, 2013; Benson, 2019). Despite the late entry, the company has revolutionized the water business in Nigeria by providing safe hygiene water for Nigeria consumers and help to improve people's lives. The Sanitized C-Way water products have gradually changed the drinking habits of Nigerians. Today we have a lot of quality water in Nigeria as competitors have flooded the market including local firms.

Finally, in spite of the positive implications of these two economic super powers, there are negative implications as well. The presence of U.S and Chinese Companies internationalization strategies in food and beverage market in Nigeria means that some of these local firms that have gained prominence in the market could be acquired by these multinational because they have the financial resources to buy them over, thereby killing indigenous firms. These companies often edge local firms out of the market because they sell better products and these products are often cheaper than those of local competitors.

3. Conclusion

The objective of this paper is to critically examine the internationalization strategies of U.S and Chinese based Companies and its implications on local market behavior of food and beverage market in Nigeria. We theoretically analyzed this paper by using three strategic stand points to make a comparison between U.S and Chinese based Companies internalization strategies such as corporate core values, mode of entry and market entry strategy and found out that these strategies are significantly different when it comes to internationalization of firms. Perhaps the paper reveals that there is no best way to internationalize; the best way depends on the firm international experience, resources availability, economic considerations, strategic goals/objectives, attitude and orientation of top management, availability of competent employees to manage the international operations, nature of the market and type of product. The U.S and Chinese Companies virtually adopted the same mode of entry strategies and same market entry strategies but Chinese Companies adopt customization strategy more frequently than U.S Companies due to their corporate ideology about the global market. The Chinese Companies perceived the world to be heterogeneous entity with diverse cultures and demands, while the U.S companies view the world as a single global market with homogeneous customers' demand.

However, despite the internationalization strategy adopted by these two economic super powers, the literature made us to understand that their emergence in Nigeria's market has really impacted positively on the local market behavior, especially within the food and beverage market. One of the major positive impacts is the issue of technological spillover in the sense that the technological base of our local firms in the food and beverage sector has improved significantly by way of producing quality products and services with best global corporate practices which in turn increases their export competitiveness as well as provides millions of jobs for Nigerians by way of reducing poverty. This paper also reveals that apart from the positive impacts, there are negative implications in regards to the presence of these super powers in Nigeria's food and beverage market because some of these local firms that have gained prominence over the years in the market could be acquired by these multinational, thereby edging them out of the market. In addition, infant industries like majority of our small and medium scale enterprises will suffer because they lack the financial strength to compete with them.

Therefore, we conclude that apart from the sound international business models being practice by these two economic super powers, the secret to their success rest on innovations through research and development coupled with strong financial system that provide funds to assist international business and entrepreneurship. Thus, the government of Nigeria should adopt same by encouraging our financial institutions to adequately support large, small, micro and medium scale businesses as well as entrepreneurship in order to boost Nigeria foreign direct investment abroad to improve our international marketing competitiveness and foreign earnings and not to play politics with it.

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Cognitive Satisfaction and Employee Performance of Telecommunication Companies in Rivers State, Nigeria

Dr. J.M.O. Gabriel & Wosu Augusta

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

Abstract: *This study investigated the relationship between cognitive satisfaction and employee performance of telecommunication firms in Rivers State, Nigeria. The study had a population figure of three hundred (300) employees of telecommunication firms in Rivers State, Nigeria. Taro Yamane's formula was used to determine the sample size of one hundred and seventy-one (171). The Bowley formula was used to distribute the structured questionnaire to the six different telecommunication companies in Rivers State. The employees responded via the 5- point likert scale. The test for hypotheses was done using Spearman's Rank Order Correlation Co-efficient aided with Statistical Package for Social Science version 23.0 which was used to determine the strength, direction and linear association between the study variables. The findings revealed that cognitive satisfaction has a positive and significant relationship with employee performance of telecommunication firms in Port Harcourt, Nigeria. The study concludes that cognitive satisfaction positively and significantly influences employee performance of telecommunication firms to a very high extent. Therefore, the study recommends that management of Telecommunication companies should encourage employees that believe in their sense of judgment, values, work role and behaviours with connection to the work.*

Keywords: *Cognitive satisfaction, Employee performance, task and contextual performance.*

INTROCDUCTION

The most precious asset to an institute is its employee, so retaining employees in their jobs is necessary for all organizations (Ng"ethe, Iravo & Namusonge, 2012). The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization. Many organizations have now recognized that human resource play an important role in gaining a competitive advantage in today's highly competitive global business environment (Maicibi, 2012). Many scholars and practitioners believe that well written and sound human resource policies result in better level of job satisfaction which ultimately improves organizational performance (Applebaum, Bailey, Berg & Kalleberg, 2000). It is therefore; very important to understand what makes human resources satisfied in knowledge enterprises for performance to be realized. Organizations that examine their human resource needs are more likely to succeed in devising appropriate human resource polices for their staff as compared to those that do not analyze their human resource needs. Similarly, Oluwafemi (2010), asserted that organizational effectiveness and efficiency depends on how effective and efficient the employees in the organization are. Employer's ability to comprehend employee's satisfaction as it relates to schedules and daily responsibilities will impact greatly on employee productivity and performance. Spector (1997) as cited by Qasim, Cheema & Syed, (2012) maintains that analyzing employee satisfaction or needs offers a better picture on how strategies and policies should be devised, which makes it pertinent in drafting appropriate human resource policies, thus satisfactions and increasing organizational performance.

The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around, Karakas (2010) as cited in (Pradhan and Jena, 2017). Employee work performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organization (Lee & Wu, 2011). Employees are the most valuable resource to any organization and it is important that they perform optimally. It translates into good service delivery and interaction which affect every area of the firm. To achieve this, firms need to make policies that will encourage employee performance. The demand of an organization's service depends on the level of quality service received by the customers.
According to Mowday, Porter and Steers (2013), most employees of today have a high degree of job dissatisfaction which create attitudes that are undesirable on the job and in turn degenerate their performance ability and that of their working place as well.

Therefore, Lazarus and Folkman (1984) defined cognitive appraisal as an evaluative process that reflects a person's subjective interpretation of an event. Individuals may evaluate a negative life event differently on the basis of their perception of situational demands of the stressors in relation to their personal coping resources. The negative life event may be perceived as a threat (seeing the events as threatening to life), a harm (seeing the events as damaging to life), or a challenge (seeing the events as an opportunity for growth). A few studies have examined the associations between people's appraisals of a negative life event and their adjustment out comes. For example, threat appraisal and challenge appraisal were positively associated with Posttraumatic growth.

Cognitive satisfaction on the other hand, is the positive emotional feeling state resulting from an employee's job experience (Parker, 2008). It involves people's attitudes, feelings or thoughts towards their organization, work, and workers, (Beer, 1964 as cited by Saleen, Majeed, Aziz & Usman, 2013). Positive and favourable attitudes towards the job depict job satisfaction, whereas negative and unfavorable attitudes towards the job depict job dissatisfaction (Qasim et al. 2012). Managers ought to understand how their workers feel and perceive their work conditions, in order to devise appropriate human resource policies and realized the best out of them. In service institutions, human resource management is a very critical component in realizing organizational goals. This is because the performance of such organizations is largely based on people's skills, talents and levels of experience, unlike the production industry which is largely based on mechanized systems to achieve performance.

This study was also guided by the following research questions;

i. How does cognitive satisfaction influence task performance of telecommunication firms in Rivers State, Nigeria?
ii. How does cognitive satisfaction influence contextual performance of telecommunication firms in Rivers State, Nigeria?

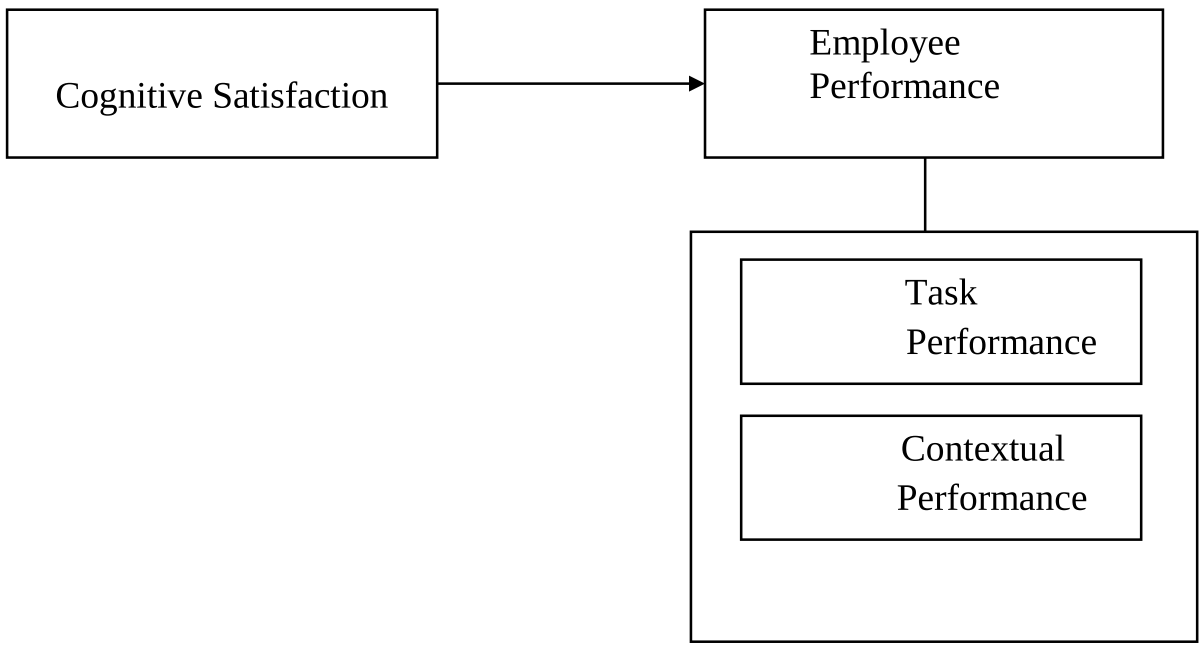

Figure 1.1: Conceptual Framework of Cognitive Satisfaction and Employee Performance

Source: Researcher's conceptualization (2020).

LITERATURE REVIEW

Theoretical Foundation

The theoretical foundation or baseline theory for this study was anchored or drawn from the affective event theory. This theory going by Thompson and Phua (2001) was developed by Psychologist Howard and Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employees' internal influence-cognitions, emotions, mental states etc., and their reactions to incidents that occurs in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, Van Dick, Fisher, West and Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon employees' job satisfaction. This resulted in lasting internal and external affective reasons exhibited through job performance, job satisfaction and organizational commitment.

According to Rolland and De Fruyl (2003), their research findings on personality in support of affective event theory shows that there are a number of factors that influence the theory. These are consciousness, agreeableness, neuroticism, openness to experience, and extraversion. Finally performance feedback has been an important influence on employee affect. The type of feedback on performance provided by managers can affect employee performance and job satisfaction. It is clear from the explanation given by these scholars or researcher that, affect event theory has strong connection or link with cognitive satisfaction and employee performance in the organization.

Employee Performance

Employee performance has always been an important concern for managers of organizations (Kelidbari, Dizgah, & Yusefi, 2011). Similarly, employee performance is key edifice of an organization, therefore aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). According to Lioa, Lu, Huang and Chiang (2012), in a study titled ―The effects of internal marketing, job satisfaction and service attitude on job performance among high-tech has always been regarded as an important item in organizational management which defined job performance as workers' total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Ahmad and Khurram (2011), also argue that employee performance symbolizes the broad belief of the personnel about their behaviour and contributions towards the achievement of the organization. According to Ahmad and Shahzad (2011), apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and further stated that compensation practices, performance evaluation and promotional practices as a determinant of employee performance. Similarly, Anitha, (2013) defined employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organization as well as its achievement, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

Employee performance has been defined as the degree to which an employee executes the duties and responsibilities. Therefore, employee performance has been related to outcomes, results and accomplishments by candy and collective efforts and behaviours relevant to organizational goals, which are controlled by the employees. Researchers like Richard and Morrison in their study, however explained the concept of employee performance from a different perspective. According to their observation, employee performance cannot be defined in general performance criteria and it can be explained only in the context of organizational situations and perspectives. Scholars like Nyberg, Pieper and Treor and others have also related the employee performance issues to the organization culture. Richardson and Beckham in their studies on employee performance issues in Canadian banking industry have noted that organizational performance framework plays important role in influencing employee performance. According to them, such performance framework includes opportunities of career growth, learning, cultural facilitators etc.

Task performance

Task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task (Pradhan & Jena, 2017). Task performance focuses on performing role prescribed activities, downtime on lateness, tardiness, and absence or broadly the negative pole of time on task, interpersonal on helping others, teamwork ratings, and pro-social behaviors and finally, destructive behaviors on compliance with rules (or lack of it), violence on the job, theft and other behaviors counter-productive to the goals of the organization (Koopmans, Bernaards, Hildebrandt, de Vet, & Van der Beek, 2014). Therefore, task performance as the behavior that is directly linked to completion of the job. Task related behaviors contribute to the technical core of the organization. Behavior in the domain of task performance is usually recognized as a formal requirement of an individuals' job. Job description often explicitly stipulates that the job holders must perform these activities. Task performance refers to the patterns of behaviors that are directly involved with all procurement of documentations until the returning of final outcomes by the employees and in producing goods or services that provide indirect support for the organization's core management and technical processes. Many researchers have identified the disruptive effect of different stressors on the task performance by the interruption on tasks with annoyance and anxiety (Bailey, Konstan, & Carlis, 2001). Employees are under a great deal of stress and due to many antecedents of stress such as overload, role ambiguity, role conflict, responsibility for people, participation, lack of feedback, keeping up with rapid technological change, being in an innovative role, career development, organizational structure and climate, and recent episodic events; one of the affected outcomes of stress is on task performance accordingly on job performance (Bashir & Ramay, 2010).

Contextual Performance

Contextual performance refers to the task and interpersonal behavior instruments are therefore considered. This means only behaviors that support the organizational, social and psychological environment were tested (Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2014). Nevertheless, these existing scales show several limitations (Koopmans et al., 2014), which this study hopes to remedy by adding work engagement as another tool for measuring employee job performance. Therefore, employees that are engaged with their jobs have a low turnover intention level and a high job performance quality (Karatepe & Ngeche, 2012). Contextual performance can be defined or seen as an individual's performance, which maintains and enhances an organization's social network and the psychological climate that supports technical tasks. Furthermore, they explained that contextual performance includes activities that may not represent formal work tasks, although they still make an important contribution to the effectiveness of an organization.

According to Latifi (2012), Contextual performance is when an employee helps his/her colleagues voluntarily and spends more time and effort to fulfill his/her responsibilities better. It is actually a form of a voluntarily behavior which is beyond the content of job description. This behavior is intended, not prescribed, and an individual is satisfied by showing it. Contextual performance actually shows employees' tendency to participate and interact with other members of the organization. Van Scatter & Motowidlo's model is used to measure performance. According to this model, Contextual performance consists of two different behaviors which include: behaviors facilitating interpersonal relationships, and behaviors related to job dedication. Porter, Bigley, & Steers's (2003) conducted a survey or research which shows that creating an attractive working environment increases employees' contextual performance and commitment; this will finally lead to increase job utility.

Cognitive Satisfaction

Cognitive satisfaction is satisfaction that is based on a more logical and rational evaluation of the job conditions. Satisfaction is an appraisal based on comparisons which do not rely on emotional judgments, but instead are evaluations of conditions, opportunities, or outcomes. Job satisfaction scales which reflect job cognitions include questions about the nature of the job, the working conditions, and the opportunities to satisfy important needs. The questions ask for appraisals of the job, not descriptions of the feelings. The relationship between job satisfaction and cognitive factors is very strong. Job satisfaction stands on two important aspects they are, affective and cognitive factors. The present study concentrates only on cognitive factors which are related to autonomy, liberty and freedom in decision making given to the employees by the employer. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Samson and Nagendra Babu, 2017).

According to Samson and Nagendra (2017), cognitive factors are related to autonomy at work place. Usually, the people oriented business that is demand more of autonomy at their work place and they give less importance to emotions. The technically qualified employees demand more of liberty and autonomy at the work place, and if they feel that they have been deprived of this it results in absenteeism and may lead to turnover. Therefore, the companies must give due importance to cognitive factors related to job satisfaction.

Relationship between Cognitive Satisfaction and Employee Performance

Following review of literature, several studies have been conducted or carried out on job satisfaction and employee performance in so many contexts. It has also been conducted on job satisfaction and other study variables.

Empirically, a survey conducted by Rose, Kumar and Pak (2011) that was aimed at observing the connection between job satisfaction and employee performance by a sample of public service officials in Malaysia realize that organizational learning was establish to be positively of the same kind to organizational commitment, job satisfaction, and employee performance.

In the same vein, Raza, Rafique, Ali, Mohsin, and Shah, (2015) also conduct a study with the goal of probing the connection between job satisfaction and sales representative's performance with adaptive selling deeds of organizations, the study divulges that there is a strong association of sales person performance and job satisfaction.

Moreover, in the exertion of Vermeeren, Kuipers and Steijn (2014), in a study aims to observe the affiliation concerning public organizational performance and workers management with specific emphasis on job satisfaction as a credible mediating variable between organizational performance and Human resource management, on the impact of a supervisor's management smartness on the application of human resource (HR) practices. However, their discoveries direct that job satisfaction is positively related to employee performance.

Furthermore, in a study carried out by Al- Ahmadi (2009), in order to ascertain causes impelling performance of hospital nurses in Riyadh Region, Saudi Arabia came to the conclusion that job satisfaction has a positive correlation to employee performance.

Thus, a study that was carried out in the Nigerian educational institutions by Ogbulafor, (2011) suggested that the deteriorating level of employee performance in Nigerian tertiary institutions is fast becoming a serious threat to survival of universities in Nigeria which needs to be addressed urgently. It is therefore believed that employee performance is instrumental to organizational growth and profitability. The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization. Nigerian Universities keep increasing and becoming a current issue especially among academics.
Currently, Nigerian Universities are notable areas of focus as regards to performance of employee. The concept of employee performance is preferably stressed lately in the viewpoint of transparent and managerial accountability, a performance measurement and managerial control. Moreover, the institution of higher education is commonly seen as official institutions well-known by the public with mandate to enrich awareness, rich philosophies and epitomes (Arikewuyo, 2012).

The foregoing argument gave rise to the following hypotheses:

- **Ho**$_1$: There is no significant relationship between cognitive satisfaction and task performance of telecommunication firms in Rivers State, Nigeria.
- **Ho**$_2$: There is no significant relationship between cognitive satisfaction and contextual performance of telecommunication firms in Rivers State, Nigeria.

METHODOLOGY

The study adopted a Cross – sectional survey design. Cross – sectional research design involves a situation where data are collected at one point in time from a sample collected to represent a larger population. It is also a situation whereby the researcher goes to the field in terms of data collection just once (Ahiuazu & Asawo, 2016). This study also adopted a Quasi – experimental research design because it is survey oriented. The population of this study was drawn from six (6) registered Telecommunication companies that are known for voice call rather than only service providers. They include; MTN, GLO, AIRTEL, 9 MOBILE (Formally Etisalet), MTEL and SMILE as accredited by the Nigerian Communication Commission (NCC). The target population of three hundred (300) for this study which constitute the following units; Customer Care officer, Relationship Officer, Marketers, Admin Officers, Account Officers, System Analyst and Sales Representative including the contract staff of the firms also made up `the unit scope of the study and it was obtained from the Human Resource Department. Taro Yamane formula was used to obtain the sample size of one hundred and seventy one (171). The structured questionnaire was the primary source of data generation. The reliability test for the instrument was done using the Cronbach Alpha co-effiicient and all the items were greater than 0.7 as in the table below while the content validity was made use of. The study made used of the Spearman's Rank Order Correlation Co-efficient to determine the strength and direction of relationship between the study variables.

Table 1. Reliability Coefficients of the Variables

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.707	0.882	15

Source: Research data output, 2020

DATA ANALYSIS AND RESULTS

The hypotheses were tested using the Spearman's Rank Order Correlation co-efficient tool at a confidence interval set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study. Specifically, the test covers hypotheses $H0_1$ to $H0_2$ which were bivariate and all stated in the null form. We have relied on the Spearman's Rank Order Correlation co-efficient statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

Table 2: Correlation Matrix for cognitive and Measures of Employee performance

Correlations

			Cognitive	Task
Spearman's rho	Cognitive	Correlation Coefficient	1.000	.937**
		Sig. (2-tailed)	.	.000
		N	114	114
	Task	Correlation Coefficient	.937**	1.000
		Sig. (2-tailed)	.000	.
			114	114

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

Source: *Research data output, 2020*

Ho$_1$: There is no significant relationship between cognitive satisfaction and task performance of telecommunication firms in Rivers State, Nigeria.

From the result in table 2: It is shown that a positive relationship exists between Cognitive and Task Performance of Telecommunication Firms in Rivers State, Nigeria.

The *rho* value 0.937 indicates the strength and magnitude of this relationship and it is significant at $p = 0.000 < 0.01$.

Ha$_1$: There is a significant relationship between Cognitive and Task Performance of Telecommunication Firms in Rivers State, Nigeria.

Table 3: Correlation Matrix for Cognitive and Measures of Employee performance

Correlations

			Cognitive	Contextual
Spearman's rho	Cognitive	Correlation Coefficient	1.000	.935**
		Sig. (2-tailed)	.	.000
		N	114	114
	Contextual	Correlation Coefficient	.935**	1.000
		Sig. (2-tailed)	.000	.
		N	114	114

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

Source: *Research data output, 2020*

Ho$_2$: There is no significant relationship between cognitive satisfaction and contextual performance of telecommunication firms in Rivers State, Nigeria.

From the result in table 3: It is shown that a positive relationship exists between Cognitive and contextual performance of telecommunication firms in Rivers State, Nigeria. The *rho* value 0.935 indicates the strength and magnitude of this relationship and it is significant at $p = 0.000 < 0.01$.

Ha$_2$: There is a significant relationship between Cognitive and Contextual Performance of Telecommunication Firms in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

This study investigated the relationship between cognitive satisfaction and employee performance of telecommunication companies in Rivers State, Nigerian. The findings revealed that a significant relationship exist between cognitive satisfaction and employee performance of telecommunication firms in Rivers State, Nigeria- using Spearman's Rank Order Correlation coefficient tool and at a 0.05 significance level. The findings of this study confirmed that job satisfaction and its dimension/ manifest actually influence employee performance and it measures of telecommunication firms in Rivers State, Nigeria. The study also reinforce with other studies that was conducted on these variables.

Empirically, a survey conducted by Rose, Kumar and Pak (2011), that was aimed at observing the connection between job satisfaction and work performance by a sample of public service officials in Malaysia realize that organizational learning was establish to be positively of the same kind to organizational commitment, job satisfaction, and work performance.

In the same vein, Raza, Rafique, Ali, Mohsin, and Shah, (2015) also conduct a study with the goal of probing the connection between job satisfaction and sales representative's performance with adaptive selling deeds of organizations, the study divulges that there is a strong association of sales person performance and job satisfaction. This study is also in congruence with the study carried out or conducted by Al- Ahmadi (2009), in order to ascertain causes impelling performance of hospital nurses in Riyadh Region; Saudi Arabia came to the conclusion that job satisfaction has a positive correlation to employee performance.

Similarly, a study that was carried out in the Nigerian educational institutions by Ogbulafor, (2011) suggested that the deteriorating level of employee performance in Nigerian tertiary institutions is fast becoming a serious threat to survival of universities in Nigeria which needs to be addressed urgently. It is therefore believed that employee performance is instrumental to organizational growth and profitability. The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization.

CONCLUSION AND RECOMMENDATION

The study concludes that cognitive satisfaction positively and significantly influences employee performance of telecommunication firms to a very high extent. Satisfaction equipped with tools, information, and support, people's skill base will improve, will increasingly make informed decisions and overall accomplish more, thereby benefiting the organization as a whole. This study thus, concludes that job satisfaction significantly influences employee performance in telecommunication firms in Rivers State, Nigeria.

Therefore, the study recommends that management of Telecommunication companies should encourage employees to believe in their sense of judgment, values, work role and behaviours with connection to the work. Employees should have sense of freedom or autonomy about how they do their own work and be able to influence organization strategy, administrative or operating outcomes at work place. In the same vein, leading to job satisfaction that significantly influences employee performance to improve organizational efficiency.

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Internal Marketing and Marketing Effectiveness in the Banking Industry in Port Harcourt

Hamilton-Ibama, Edith-Onajite Lolia (PhD)*[1] and Jaja, Happiness (PhD)[2]
Department of Marketing, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria
Department of Marketing, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

*edith-onajite.hamilton-ibama@ust.edu.ng **Phone: +234-08033786008**

Abstract: *The purpose of this study was to empirically investigate the effect of Internal Marketing on Marketing Effectiveness in banking industry in Port Harcourt. The target population of this study is the twenty one banks in Port Harcourt, Six respondents from the twenty one banks constituted the sample size of this study (tellers, customers service relation, cashiers, administrative officer, marketing officers and security officer) giving a total of hundred and twenty six respondents who were administered the copies of the questionnaire upon retrieval ninety copies were retrieved and were subjected to data analysis. Data analyses were aided by the use of SPSS version 22.0 and hypotheses were tested using the Spearman Rank Order Correlation. After the data analysis, it was revealed that Employee Job Satisfaction as a dimension of Internal Marketing relates very strongly and positively with Adequate Marketing Information, strongly and negatively with Customer Philosophy and Strategic Orientation. It was also revealed that Customer Orientation relates strongly with Strategic Orientation, Adequate Marketing Information and Customer Philosophy. It was concluded that internal marketing relates very strongly and positively with marketing effectiveness and it was recommended that Banking Industry in Port Harcourt should ensure that their services are improved; equipment, facilities and communication materials are also improved and also make available carrier opportunities for development.*

Keywords: *Internal Marketing, Marketing Effectiveness, Customer Orientation, Strategic Orientation, Job Satisfaction, Banking.*

1. INTRODUCTION

Internal marketing in Port Harcourt banks are tools that banks use within their workforce to communicate with their employees. Many bank owners and authors of internal marketing believe this concept is as important to a bank survival.

A banks job is to provide customers with financial services that help people better manage their lives, services like checking account, savings account debit and credit cards, wealth management and business loans etc. New social values on demand are vital on banks employees because different bank customers display different lifestyle at different time and ways. Therefore bank marketers should center on service areas that creativity is obvious and shown in their individual associates and understanding between staff and customers. The employees of the bank are in charge of carrying out the service process and resolving customer problems. According to Anon (2007), some other barriers are managerial incompetence, poor understanding of the internal marketing concept, rigid organizational structure and top members of staff treating employees like they are unimportant to the business. When the management of a bank is incompetent there is falling profit, inadequate quality control and high turnover levels.

Managerial incompetence is of concern to all stakeholders because execution problems could lead to layoffs, which is bad news for employees and to lower stock prices for public companies which is bad news for investors. When an organizational structure is rigid there is a centralized and control style of leadership prevails, hierarchical organization with many layers of management between top and bottom, small spans of control, functional silos that operate independently and very little movement of talent around the organizational silos.

The purpose of this study is to determine the impact of internal marketing on marketing effectiveness in the banking industry in Port Harcourt. In view of this, the following research questions were addressed.

- To what extent does Employee Job Satisfaction impact on Customer Philosophy?
- To what extent does Employee Job Satisfaction impact on Adequate Marketing Information?
- To what extent does Employee Job Satisfaction impact on Strategic Orientation?
- To what extent does Customer Orientation impact on Customer Philosophy?
  To what extent does Customer Orientation impact on Adequate Marketing Information?
- To what extent does Customer Orientation impact on Strategic Orientation?

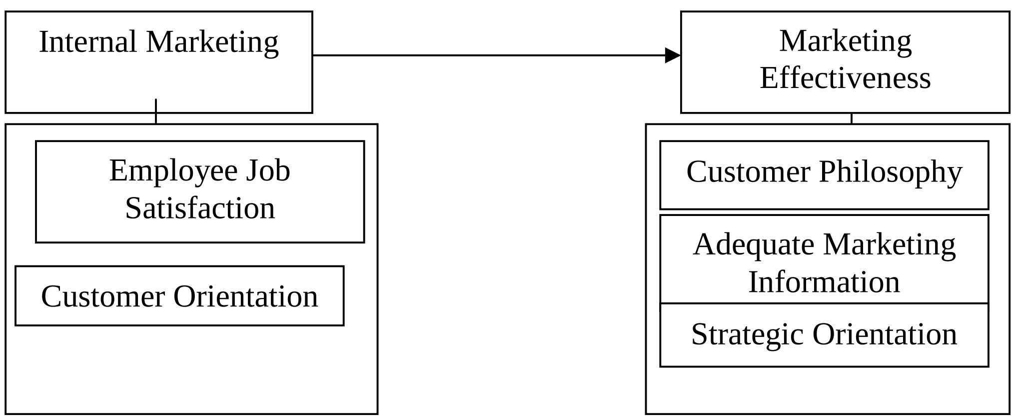

Figure 1 Conceptual Framework on the effect of Internal Marketing on Marketing Effectiveness in Banking Industry in Port Harcourt.

Source: Desk Research, 2021

2. PREVIOUS RESEARCH

Concept of Internal Marketing

The idea of internal marketing was first proposed by Berry (1981) as a key to the problem of delivery high quality service. The concept of internal marketing is a tool that companies use within the workforce to communicate with the employees. Many company owners and authors of internal marketing believe this concept is as important to a company's survival as external marketing. This involves the communication of corporate culture and goals, mission and vision statement as well as personnel policies and procedures.

Ahmed and Rafig argue that the span of understanding about internal marketing from other authors is huge but vague in its limitation. One of the earlier studies by the author Berry (1974) believed that effective internal marketing which would contribute to effective marketing would require financially rewarding personnel, management commitment to sales training and self-development, revision of personnel transfer policies and a redefinition of management in terms of helping people to achieve through work. Berry and Pasuraman (1991) later added another definition to the concept in the book marketing services: competing through quality by stating internal marketing is attracting, developing, motivating and retaining qualified employees through job products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job products to fit human needs.

The American Marketing Association have given a more simplistic and modern definition for the concept "marketing to employee of an organization to ensure that they are effectively carrying out desired programs and policies. Unlike Berry's (1995) definition it doesn't justify how internal marketing can be achieved in the work place and it also doesn't explain the ways in which employees are to be marketed to ensure the work carried out by them is effective and of a good standard. An important element of internal marketing as said earlier is motivation. According to Berry and Pasurama (1991) internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job product to fit human needs. Considered by many culture as the grandfather of all definition on internal marketing, Gronroos (1981) suggests internal marketing is the selling of the firm to employees who are seen as the internal customers. Gronroos believed that the higher employee satisfaction in result will make it possible to develop a more customer focused and market oriented firm.

There are other recent definitions of the concept of internal marketing by Ballantyne (2000) which suggest developing relationships between staff across internal organizational boundaries. This is done so that staff autonomy and know-how may combine in opening up knowledge, generating processes that challenge any internal activity that need to be changed. This definition emphasizes on the importance of the relationship between the staff and the organization and how internal marketing is a strategy that will allow this relationship to become stronger. It also highlights the fact that building on the relationship can enhance the service quality and also the relationship with the external markets.

Dimensions of Internal Marketing

Several studies on internal marketing have been carried out like that of Nwokah and Ahiazu (2008) on managerial competence and marketing effectiveness in corporate organization in Nigeria. They used customer orientation and customer satisfaction, employee motivation and satisfaction, interfunctional coordination and integration, marketing like approach and implementation of specific corporate or functional strategies to measure internal marketing. Norburn, Birley and Dunn (1988) studied strategic marketing effectiveness and its relationship with corporate culture and beliefs in UK and USA. They measure internal marketing using internal communication, staff training, job satisfaction, appraisals, feedbacks and customer consciousness. According to Slater and Narver (1994) they stated that the dimensions of internal marketing are employee job satisfaction customer orientation and inter-functional coordination.

Employee Job Satisfaction

Employee job satisfaction is the employees' feelings they have about their job. Gounaris (2008) argued that employees' satisfaction shows how the external customers consequential increased profitability. He saw employee job satisfaction as pleasurable or positive emotional state resulting from one's evaluation of job experiences. The nature of job satisfaction shows that employee is likely to continue with a job that is satisfying and leave a job which is dissatisfying. Hoppock (1935) defined employee job satisfaction as any combination of physiological and environmental circumstance that causes an employee to truthfully say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors it remains something internal that has to do with the way the employees feels. That is employee job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on employee job satisfaction focused on the role of employee in the workplace. Thus he defines employee job satisfaction as affective orientation on the part of individuals towards work roles which they are presently occupying.

Customer Orientation

Customer orientation is collecting customer information and using this information in business units (Kohli & Jaworski, 1990). Customer orientation is an approach to sales and customer relations in which staff focus on helping customers to meet their long term needs and wants. Here management and employees align their individual and team objectives around satisfying and retaining customers. This contrast with sales orientation which is a strategic approach were the needs and wants of the firm or sales persons are valued over the customer. According to Shapiro (1988) customer orientation is the formulation of strategies and tactics to satisfy market needs interfunctionally and achievement of a sense of companywide commitment to its plan. Narver and Slater (1990) and Hamilton-Ibama and Nwokah (2016) conceptualized customer orientation as the sufficient understanding of organisation's target market to be capable of creating superior value for buyers always.

Concept of Marketing Effectiveness

The marketing effectiveness concept has drawn increased attention among academic researchers and business practitioner over the years. Armstrong, (2006) posited that only a few organizations completely practice refined marketing. Ultimately marketing effectiveness differentiates the amateur from the expert in the global market (Zhou & Gao, 2005).

Marketing effectiveness concept first came into existence in the 1990s by Berry and Parasuarma. According to them marketing effectiveness posited that managers should have adequate information and distributes appropriate resources to different market. Marketing effectiveness according to Ambler (2001) is the extent to which marketing actions have helped the company to achieve its business goals. Nwokah and Ahiazu (2008) saw marketing effectiveness as the extent to which an organization acquires market share over competitors, advertising and promotional share of the market. Zhou and Gao (2005) asserted, the original obligation of marketing effectiveness is that managers must identify the primacy of studying the market, distinguish the several opportunities, select the best market to serve and offer superior customer value to satisfy their needs and wants. Furthermore, Nwokah (2006) argued that organizations that have the marketing effectiveness are high and those that close to their consumers have a common set of values and also demonstrate an external market orientation.

Benjamin (2003) agrees that companies with high marketing effectiveness operate better when compared with companies that do not have. The competitive environment of business today demands that for organization to be successful to move forward in its selected market segment, there must be implementation of marketing.

Measures of Marketing Effectiveness

Also many studies have been conducted on marketing effectiveness like that of Nwokah (2006). Nwokah (2006) carried out a study on marketing effectiveness and business performance in Nigeria. They measured marketing effectiveness using corporate competitive, customers and exogenous factors. Boris, Donald and Schnider (2005), measured marketing effectiveness using two components: adoption of the marketing concept and the implementation of the concept. Kotler (1977) stated the following as measures of marketing effectiveness they are customer philosophy, adequate marketing information and strategic orientation.

Customer Philosophy

Customer philosophy according to Zhou and Goa (2005) is the external center of attention of the organization on the consumer needs and wants and how to monitor the satisfaction of consumer by carrying out consumers surveys. Some managers are product oriented (make good product and sell), some managers are technology oriented (get latest technologies and are not interested in the size or customers wants) some are sales oriented (get sufficient sales effort and anything can be sold). An organization is on its way to effective marketing when it begins with the consumer when designing its structure, plans and control. Customer philosophy is an idea in marketing which focuses on not just producing the product and selling it to make profits but deliver value to the customer and keep the customer satisfied. Any company will try to increase profits by cutting costs but in the long run, the customer satisfaction is important for sustained growth. The orientation here is such that the service and value offered to the customer should be higher than the cost incurred by the customer in purchasing the product or using the service. The philosophy is about delivering value to the customer, keeping the promises to the customer and keeping the customer happy while making profit.

Adequate Marketing Information

Studies have shown that businesses that fail have not obtain and acted upon market information in regards to their product or service (Appiah & Singh, 2001). Organization without adequate marketing information will not be able to take adequate business decision (Awokemi, 2005). Thus, executives of the organization need sufficient information to plan and allocate resources correctly to diverse markets (Zhou, 2005). The task of information in decision in marketing cannot be challenge bearing in mind that marketing success of the organization depends on the availability and the accuracy of marketing information. According to Ahmed and Rafiq (2003) marketing encompass all operations (market research, product selection and design, advertising, pricing) from moving goods and services from point of production to the ultimate users.

Adequate marketing information according to Drucker (1986) is to know and understand the customer so well that the product or services rendered will be key to marketing decisions. Adequate marketing information can also be seen as a permanent arrangement for provision of regular availability of relevant reliable, adequate and timely information for making marketing decisions. Information is a life blood of business. Quality of decisions depends on the right type of information. The right information implies the right quality, the right quantity and the right turning of information. Circulation of needed information is as important as the circulation of blood in human being. Adequate marketing information keeps the organization actively functioning alive and connected with internal and external marketing participates. It is a valuable asset for a firm as it is a base to manage other valuable assets. The firm that fails to manage information will definitely fail to attain goals.

Strategic Orientation

Strategic orientation is a definite way to build up strategies based on the analysis of strength, weaknesses, opportunities and threats. It generates a number of rational alternatives and provides a prioritization. Strategic orientation combines internal analysis of a project (strength and weaknesses) with an external analysis (opportunities and threats) to arrive at strategic options from which a choice can be made (Awokemi, 2005). Therefore, in order to have a sound SWOT analysis of internal and external resources and the functions of the organization, the environment needs to be scanned and the institutional setting needs to be analyzed. Strategic orientation is never isolated from any aspect of the organization. It links the customer, competitor and the product approaches together to define as environment of operation of the company. Strategic orientation states the long-term way that an organization intends to thrive. Strategic orientation can be seen as a multi-dimensional construct that captures an organization, its relative emphasis in understanding and managing the environment forces acting on it (Gatignon & Verebs, 1997).

Internal Marketing and Marketing Effectiveness

Internal marketing is vital in increasing organization that is marketing oriented. In application, internal marketing is concerned above all with communicating, increasing responsiveness, responsibility and of purpose. It intend at developing internal and external customer consciousness. According to Ahmed and Rafiq (2005) internal marketing influences the effectiveness of marketing and external marketing programmes. Marketing effectiveness could be as the power of capacity needed in order to deliver a required result. In other words effectiveness includes the motion of success, as being effective indicates the completion of the outcomes that has been arranged.

Employee Job Satisfaction and Marketing Effectiveness

Rafiq and Ahmed (2000) posited that when employees needs are met it motivates them and make them to remain in the organization and as a result increase their satisfaction and in doing so increase marketing effectiveness and thus increase the possibility of generating external customer satisfaction and loyalty. Satisfaction suggested a more reciprocal relationship with marketing effectiveness (Awokemi, 2005). In general employees that are satisfied are likely to be more customers oriented and thus deliver better customer service (Ahmed & Rafia, 2003).

The relationship between job satisfaction and customer philosophy study has been carried out by several authors (Ahiazu, 2008). The findings showed higher levels of job satisfaction leads to higher degree of customer philosophy. On the other hand, Benjamin (2003) connects job satisfaction to supervision, adequate marketing information and physical work conditions. Also concluded that the quality of leaders member shows exchange mediated positive relationship between a strategic orientation and job performance, he found out that strategic orientation strongly relates with employees job satisfaction and organizational commitment.

Customer Orientation and Marketing Effectiveness

In this competitive cycle organization have no choice but to pay attention and commitment to customer satisfaction and profound attention to their demands, and desires and should always see customers as key to marketing effectiveness (Edalatifard, 2010).

Relationship between customer orientation and adequate marketing information is through the automation of collection, filling processing and discussion of consistently correct marketing information, a company is able to make the right decisions and to intensify its effort to be oriented towards customer special features.

Customer orientation is related to strategic orientation as the key determinant of strategic direction and focuses on creating value to the customer (Tutar, 2015). The strategic approach is characterized by two of diagnosis. One is the personal level, which is connected between the employees and the customers centric, business culture, which is necessary to guide increasingly competitive processes to achieve market effectiveness therefore at this level it gives the workers the ability to help the customers and the quality of the relationship between the workers and the customers (Rapp, 2012). Frambach (2016) consider customer orientation as the heart of strategic orientation that reflects the best concept and essence of modern marketing. According to Appiah and Singh (1998) customer orientation is a concept that focuses within the organizational culture by bringing adequate marketing information about the needs of customers that are in line with the set of values and the belief that improve the customers' position in the organization.

3. METHODOLOGY

This study adopted a quasi-experimental design and investigates the relationship between internal marketing and marketing effectiveness in banks in Port Harcourt. The population of this study consists of the twenty one (21) banks in Port Harcourt on a sample element of six (6) respondents which was simple randomly selected from each bank (tellers, customer services relations, cashiers, security officers, administrative officers and marketing officers) which gives us one hundred and twenty six (126) respondents. One hundred and twenty six copies of questionnaire were distributed, 90 copies were accurately filled and retrieved from the various respondents and used for the analysis. The bivariate hypotheses were tested using the Spearman's rank order correlation coefficient.

4. ANALYSIS AND RESULT

4.1 Test of Hypothesis One

There is no significant relationship between Employee Job Satisfaction and Customer Philosophy

Table 1: Extent of association between Employee Job Satisfaction and Customer Philosophy

		Employee Job Satisfaction	Customer Philosophy
Employee Job Satisfaction	Correlation Coefficient	1.000	0.679
	Sign (2-tailed)	.	000
	N	90	90
Spearman's rho Customer philosophy	Correlation Coefficient	0.679	1.000
	Sig. (2-tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.679. This positive large value of r_s = (0.679) means that there is a strong and positive relationship between employee job satisfaction and customer philosophy.

4.2 Test of Hypothesis Two

There is no significant relationship between Employee Job Satisfaction and Adequate Marketing Information

Table 2: Extent of association between Employee Job Satisfaction and Adequate Marketing Information

		Employee Job Satisfaction	Adequate Marketing Information
Employee Job Satisfaction	Correlation Coefficient	1.000	0.931
	Sign (2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	0.931	1.000
Adequate Marketing Information	Sig. (2-tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.931. This positive value of r_s= (0.931) means that there is a very strong and positive rank correlation between employee job satisfaction and adequate marketing information. As a result of the positive value of r_s, direction is said to be the same. That is, as employee job satisfaction (x) increases, adequate marketing information (y) also increases.

4.3 Test of Hypothesis Three

There is no significant relationship between Employee Job Satisfaction and Strategic Orientation.

Table 4.3: Extent of association between Employee Job Satisfaction and Strategic Orientation

		Employee Job Satisfaction	Strategic Orientation.
Employee Job Satisfaction	Correlation Coefficient	1.000	- 0.773
	(2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	-0.773	1.000
Strategic Orientation.	Sig. (2-tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is -0.773. This negative value of r_s= (-0.773) means that there is a strong and negative rank correlation between employee job satisfaction (x) and strategic orientation (y). That is, as employee job satisfaction (x) increases, strategic orientation (y) decreases.

4.4 Test of Hypothesis Four

There is no significant relationship between Customer Orientation and Customer Philosophy

Table 4.4: Extent of association between Customer Orientation and Customer Philosophy

		Customer Orientation	Customer Philosophy
Customer Orientation	Correlation Coefficient	1.000	0.881
	Sig (2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	0.881	1.000
Customer Philosophy	Sig. (2–tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.881. This positive value of r_s= (0.881) means that there is a very strong positive rank correlation between customer orientation (x) and customer philosophy (y). As a result of the positive value of r_s, direction is said to be the same. That is, as customer orientation (x) increases, customer philosophy (y) also increases.

4.5 Test of Hypotheses Five

There is no significant relationship between Customer Orientation and Adequate Marketing Information

Table 4.5: Extent of association between Customer Orientation and Adequate Marketing Information

		Customer Orientation	Adequate Marketing Information
Customer Orientation	Correlation Coefficient	1.000	0.890
	Sig (2-tailed)	.	000
	N	90	90
Spearman's rho Adequate Marketing Information	Correlation Coefficient	0.890	1.000
	Sig. (2-tailed)	000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.890, this positive value of r_s= (0.890) means that there is a strong positive rank correlation between customer orientation and adequate marketing information. As a result of the positive value of r, direction is said to be the same. That is, as customer orientation increases, adequate marketing information also increases.

4.6 Test of Hypotheses Six
There is no significant relationship between Customer Orientation and Strategic Orientation
Table 4.6: Extent of association between Customer Orientation and Strategic Orientation

		Customer Orientation	Strategic Orientation
Customer Orientation	Correlation Coefficient	1.000	0.871
	Sig (2-tailed)	.	000
	N	90	90
Spearman's rho Strategic Orientation	Correlation Coefficient	0.871	1.000
	Sig. (2–tailed)	000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.871. This positive value of r_s = (0.871) means that there is a very strong positive rank correlation between customer orientation and strategic orientation. As a result of the positive value of r, direction is said to be the same. That is, as customer orientation increases, strategic orientation also increases.

5. DISCUSSION OF FINDINGS
Employee Job Satisfaction and Marketing Effectiveness
The finding of this study suggested a strong and positive relationship between employee job satisfaction and customer philosophy. This corroborate with previous study like the study of Webster (1995). He carried out a study on the relationship between employee job satisfaction and customer philosophy. Their findings showed that when employee job satisfaction level is

high, it encourages them to have higher customer philosophy. Also when internal marketing is practice effectively in the banks it leads to effective marketing and external marketing (Tiny, 2019).

According to Zikmund (2004) when employees needs are fulfilled it motivates and encourage them to remain in the organization and thereby leads to higher marketing effectiveness and also possible external customer satisfaction and loyalty. The result of Pangyraky and Chatsipanagiotou (2004) findings corroborate with this study finding. This study finding suggests a very strong and positive relationship between employee job satisfaction and adequate marketing information. Also, Yukseler (1997) concluded that the leader member quality of exchange relates positively between strategic orientation and leader rated job performance and satisfaction of the job.

Furthermore, Papsolomon (2002) found that strategic orientation strongly relates with employees' job attitudes. This does not support the study finding. The study finding suggests a strong and negative relationship between employee job satisfaction and adequate strategic orientation.

Customer Orientation and Marketing Effectiveness

The result of this study showed that customer orientation is associated with marketing effectiveness in banking industry in Port Harcourt. This discovery is based on the fact that the test result indicated that customer orientation has a strong and positive association with the measures of marketing effectiveness such as customer philosophy, adequate marketing information and strategic orientation, which showed values of r (0.881, 0.890 and 0.871) respectively. This explains the fact that customers are needed for effective marketing to take place. Customer information of the bank is made known to other departments and all departments are concerned in business plan and strategic preparation for effective marketing. The result from this study showed correlation with the works of some scholars such as Kohli and Jaworski (1990) and Shapiro (1988) in which they agreed to the fact that customer orientation has a strong positive relationship with measures of marketing effectiveness.

6. CONCLUSION AND RECOMMENDATIONS

This study examined the relationship between internal marketing and marketing effectiveness in banking industry in Port Harcourt. Based on the result of the findings the study concludes that there is a strong and positive relationship between employee job satisfaction and adequate marketing information, a moderate and negative relationship with customer philosophy and a strong and negative relationship with adequate strategic orientation. Also, customer orientation relate strongly and positively with customer philosophy, adequate marketing information and strategic orientation. Based on the findings and conclusion, the study recommends that banking industry in Port Harcourt should ensure that their services are improved; equipment, facilities and communication materials are also improved. Banks should ensure employees are evaluated regularly to ensure if they take pleasure in their job and sees their job as satisfying and marketing information of the bank should be made known to other departments and also improve on their customer services to avoid customer complain

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Transformational Leadership and Team Effectiveness: A Conceptual Review

Dr. Miebaka Dagogo Tamunomiebi[1] and Sunnyibeh, Florence Oluchi[2]

[1]Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria
[2]Doctoral Candidate Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria.

Abstract: *The study examined the effect of leadership communication on organisational behaviour. A qualitative cross-sectional survey design was used to review extant literature. The study revealed that effective leadership communication has a significant influence on organizational behaviour in all three referents, namely the organisation, the direct subordinates and other workers. The study revealed that effective leadership communication entails respectful leader treatment of employees in the act of communicating with them. Leaders who respectful communicate with people positively influence employees which elicit good organizational behaviour. The study revealed that transformational leaders use effective leadership communication strategies to influence employees' motivation and by extension appropriate organizational behaviour. The study revealed that transformational leaders use charisma in their effective leadership communication to influence employees for desired appropriate organizational behaviour. It is obvious and conclusive from the study that effective leadership communication strategies positively influence employee motivation and engender good organizational behaviour.The study, recommends that corporate organisational leaders take the following steps: (a) evaluate their communication strategies, (b) incorporate effective communication strategies into their employee motivation tools, (c) practice the communication strategies daily as they develop each of them, and (d) evaluate the implemented communication strategies to determine usefulness. Organisations' leaders can improve their employees' motivation by practicing the positive influential communication strategies revealed in this study.*

Keywords*: Leadership Communication, Leadership, Communication, Organisational Behaviour, Communication Strategies*

Introduction

Communication is critical to a leader's success, and ineffective leader communication leads to problems in many organizations. Ameh and Odusami (2014), noted that communication is one of the most important leadership skills, and it allows for the achievement of personal and organizational goals. In fact, internal communication is essential for employee motivation for better performance and increased customer satisfaction (Al-Laymoun, 2017). Thus, a leader's ability to exchange messages, information, opinions, or thoughts with employees contributes to organizational success. Some leaders lack effective communication skills, and leader communication is a factor essential to employee motivation (Gobble, 2012). Employee motivation is a problem that many organizations face (Stokes, Smith, Wall, Moore, Rowland, Ward. & Cronshaw, 2019). The way that a leader communicates with employees affects organizational behaviourr (Rabie & Malek, 2020). Therefore, researchers should explore leadership communication strategies that could engender organizational behaiour and improve employee motivation. Leaders need a better understanding of the strategies necessary to communicate effectively with employees to improve the motivation of their workers so that their behaviour in the organization could positively geared. Ineffective communication is one of the leading causes of ineffective leadership (Stokes et al., 2019). From a global perspective, Begum and Mujtaba (2016), indicated that ineffective communication was the primary reason 40% of employees from diverse industries felt demotivated by business leaders; leaders demotivated some employees due to lack of effective communication by leaders, and 43% of employees desire effective communication by leaders (Beck, 2016).

Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success leaders must be effective and convincing communicators. It is important that leaders and their teams must learn the how to communicate perfectly as this will not only help teams to complete their projects successfully, but also enable organizations to achieve success and growth(Arenas, Tucker & Connelly,2017).

The role of leadership communication as a mechanism through which leaders influence their subordinates, particularly in the corporate organisations. Leadership communication can be considered as a consequence of effective leadership (Stokes et al., 2019) and a predecessor of organisational behaviour (Babalola,2016). Leaders are considered to be the primary influencers of their subordinates' behaviour (Bambale, Girei & Barwa (2017), they can therefore influence subordinates to engage in extra-role behaviours, also known as organisational behaviour (Chan, 2019).

Leadership influences organisational behaviour (Aurangzeb, 2015), particularly through trust (Banjarnahor, Hutabarat, Sibuea &Situmorang, 2018).Beck (2016), mention that if employees feel that they are trusted, they are more likely to go the 'extra mile' in their work. According to Bambale, Girei and Barwa (2017), an employee's willingness to trust a leader is influenced by the character and actions of the leader. In this study, the focus was specifically on effective leadership. Walumbwa, Asan (2015) defines effective leadership as a form of leadership that focuses on 'positive psychological capacities and a positive ethical climate', fostering the four dimensions of effective leadership. Effective leadership has been researched in many contexts (Aurangzeb, 2015), specifically in a Western context (Asan, 2015) and has been demonstrated to have a positive impact on organisations, teams and individuals (Chan, 2019). However, organisational behaviour that is effective in one context is not necessarily effective in another context and a one-size-fits-all approach cannot be used indiscriminately (Asan, 2015). In line with this, the study evaluates the influence of effective leadership communication on organizational behaviour.

Literature Review

Theoretical Foundation (Behaviour ModificationTheory)

Behaviour modification theory is based on the assumption that behaviour is more important than its "psychologicalcauses,"suchastheneeds,motives,and valuesheldbyindividuals (Skinner, 1974).Thus, a behaviourist Skinner (1974) focuses on specific behaviours and not on such intangibles as esteem needs or personality structure.

Behaviour modification is a type of behaviour therapy as Skinner (1974) demonstrates that behaviour could be shaped through reinforcement and/or punishment. Skinner noted that a re-inforcer is a consequence that increases the likelihood of behaviour to recur, while punishment is a consequence that decreases the chance. Positive and negative are used in mathematical terms. Positive indicates that something is added, and negative indicates something is subtracted or taken away. Thus, positive reinforcement occurs when a behaviour is encouraged by rewards. If a child enjoys candy and cleaning the room is the desired behaviour, the candy is a positive re-inforcer (reward) because it is something that is given or added when the behaviour occurs. This makes the behaviour more likely to recur. Negative reinforcement is removing a stimulus as the consequence of behaviour but results in a positive outcome for the individual. For example, a fine is dropped, and a person no longer has to go to jail. The removal of the negative stimulus (the fine) results in a positive outcome for the individual, no jail time (Fantini, Durif & Marques, 2019).

Conversely, positive punishment is the addition of an adverse consequence. For example, a child gets spanked when he crosses the street without holding his mother's hand. He then no longer crosses the street alone. The spanking is positive punishment because it is a consequence added to the situation that decreases the likelihood of the child crossing the street alone. Negative punishment is taking away favorable consequences to reduce an unwanted behaviour. For example, if Emily doesn't finish her homework on time, her cell phone gets taken away. She makes it a priority to finish her homework immediately after school before she does anything else. Removal of the cell phone would be a "negative" because it takes something away, decreasing the chance that she won't finish her homework the next time (Avolio & Walumbwa, 2014).

In addition to the attention devoted to these behaviours, there's an emphasis on the consequencesofbehaviour.Forexample,supposethatallnewmanagementtraineesaregivenatwo-aytrainingprogramonpreparingbudgetreports.Shortlyafterthetrainingsessions,managers noticethatmostofthereportsarestillnotbeingpreparedcorrectly.Oneexplanationmaybe thatthetrainingprogramwasineffective.However,behaviouristsmightapproachtheproblem from a different direction. First, they could determine whether the trainees understand the importance of correct reports.They might then find out which trainees are turning in correct reports and what consequences, if any, are being received by these trainees. It could be that turning in correct reports results in nothing, that there are no observable consequences. In the same manner, submitting an incorrect report may also result in no consequences, positive or negative (Avolio & Walumbwa, 2014).

Thebehaviourists'findingsmightresultindevelopingaprogramofpositiveandnegative consequences (such as, recognition, praise, a meeting with the boss to go over mistakes). Behaviourists believe people tend to repeat behaviours that lead to positive consequences.This principlecouldserveasacornerstoneinimprovingthereportaccuracyoftrainees (Fantini, Durif & Marques, 2019).The application of behaviour modification in organizations follows a five-step problem-solving process similar to that in Figure 1

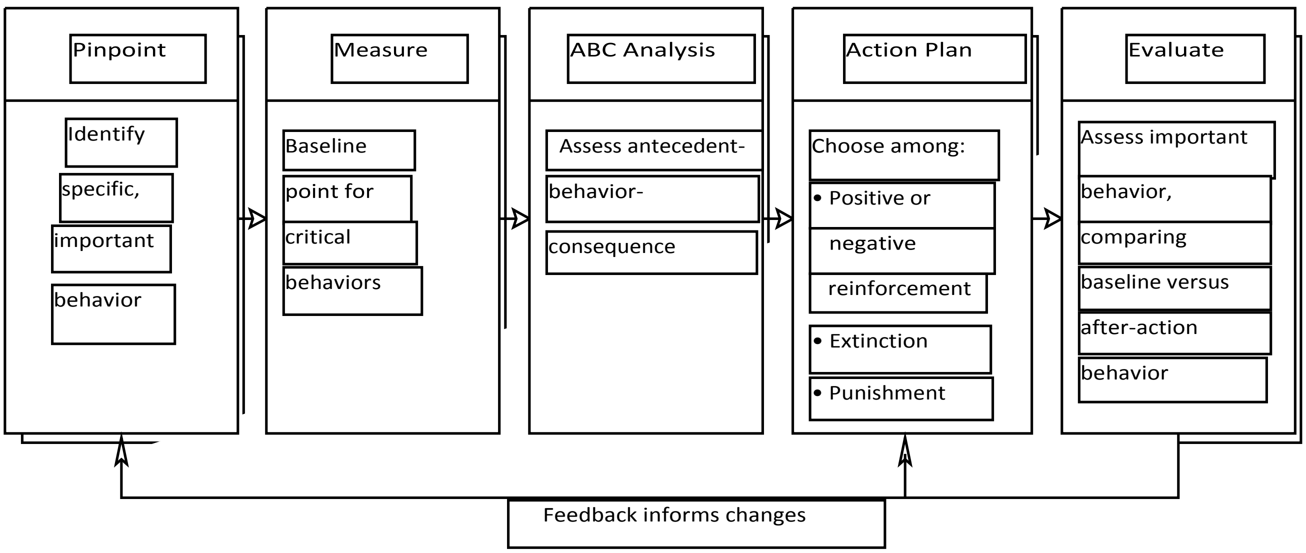

Figure 1: Applied Behaviour Modification:A Manager's Step-By-Step Procedure

Source: Walker, S. (2019). Learning Theory and Behaviour Modification. London: Routledge Taylor and Francis Group

Thefirstthreestepsinanappliedbehaviourmodificationprogramsetthestageforthe actualactionsbythemanager. Thegoalofoperantconditioningistostrengthendesirable andobservablecriticalperformancebehavioursandtoweakenundesirablebehaviours. The fourth step involves the strategies for accomplishing these goals, which are discussed earlierinthissection.Theyarepositivereinforcers,negativereinforcers,punishment,and extinction.Managersprefertousepositivereinforcementinmostappliedbehaviourmodifi-cationprograms.Butidentifyingpositivereinforcersisn'talwayseasy. Themostobvious approachformanagerstotakeistoasksubordinateswhatrewardstheyprefer. Another identification method is to use attitude surveys asking job reward preferences questions. Note also that punishment and extinction by themselves often do not give guidance to employees as to how they can improve their performance (Walker, 2019).

Thefifthstepinvolvesevaluation.Amajorweaknessinmanyappliedmotivational programsisthatformalevaluationsaren'tconducted. Anotherweaknessisthefactthat evaluations tend to place too much focus on the negative aspects of employees' performance (Walker, 2019).The evaluation of an applied program permits the manager to trace and review changesinbehaviourbeforeandaftertheimplementationofanactionprogram.Evaluation permitsmanagerstomeasureperformanceonanongoingbasis (Fantini, Durif & Marques, 2019).Furthermore, evaluation can provide feedback to managers on the behavioursexhibited. This feedback enables managerstomakenecessaryandtimelycorrectionsintheprogramme.

Conceptual Review

Conceptual Framework

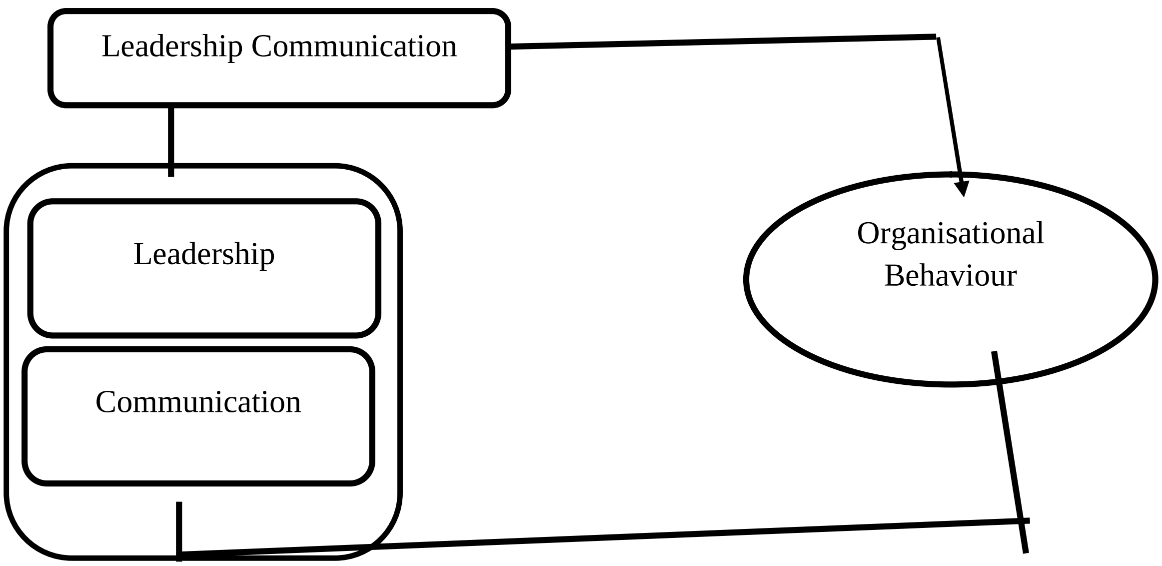

Figure 2: Conceptual Framework of the effect of Leadership Communication on Organisational Behaviour

Source: Rabie, M.O. & Malek, M. A. (2020). Leadership communication and employee ethical behaviour:a moderated mediation mechanisms, *Seisense Journal of Management*, 9(2), 73-88.

Leadership

Leadership is the ability of a leader to influence others through an influential process with the intent to accomplish a set of goals or objectives (Hair,Risher, Sarstedt &Ringle, 2019). Kremer,Villamor andAguinis (2019), noted that there are many ways to define leadership based on different kinds of leadership perspectives considered. Almatrooshi, Singh, and Farouk (2016) noted that a leader's ability to motivate others contributes to effective leadership. Leaders use communication in their leadership capacity. Communication is an essential leadership skill (Jermsittiparsert&Urairak, 2019). However, communication skills are not the only important skills for effective leadership. Babalola (2016) found that being accountable, taking responsibility, learning, and adapting to change, along with communication, are some of the essential leadership skills.

Leaders can use a variety of leadership skills and styles to accomplish their missions. Leaders demonstrate their leadership skills with the use of different leadership styles, and each style's effectiveness can depend on positions, industries, and different situations (Xie, Wu, Xie, Yu & Wang, 2019). Organizational leaders should employ the leadership styles appropriate for their desired outcomes (Tripathi & Agarwal, 2017). Babalola (2016) concluded that leaders can meet organizational objectives quickly by using an appropriate leadership style or by combining leadership styles based on the situation. Leadership styles and theories. Leadership styles can influence employee performance (Asan, 2015).

Leadership style has a direct association with employee performance and organization success (Jabeen & Isakovic, 2018). Leadership style has a great influence on employee performance and attitude towards the achievement of organizational goals (Moyo,2019). Each leadership style is under a leadership theory. A discussion of leadership styles and theories was necessary given the purpose of this study. The leadership styles in this section are those classified as the major leadership styles or classical leadership styles for a leader to achieve the desired outcome. Omar and FauziHussin (2013) presented laissez-faire, transactional, and transformational leadership as the three major leadership styles. Leadership styles also include classical styles based on the use of power (Babalola, 2016), namely autocratic (authoritative), democratic (participative), and liberal. These leadership styles are each under the basis of certain theories developed over the years. Transactional and transformational leadership are under the leader-follower relationship theories (Stokes et al., 2019).

Behavioural leadership mainly focuses on task-oriented and relations-oriented leader behaviours (Wirba, 2015). A discussion of every leadership style would be impractical and inefficient given the purpose of this study. However, a discussion of the major and classical leadership styles (including those leadership styles that leaders use successfully to engage employees for improved outcomes) as classified in studies based on their use were appropriate.

Experts are leaders who are interested in contributing their expertise, and they are usually not interested in collaboration or opinions that they deem beneath their level of expertise; achievers are leaders who are interested in achieving results and who support and positively influence others (Kremer,Villamor &Aguinis (2019). The opportunists' principal task is attaining power; the diplomats are interested in understanding others (Moyo,2019). The experts rule by their craft logic; the achievers implement effective strategies for delivering desired results (Jermsittiparsert&Urairak, 2019). Individualists are leaders who reason on the basis that their logic, and the logic of others, is the result of individual personalities, and such leaders put personalities into perspective: they communicate effectively and contribute unique values to their organizations (Yahaya & Ebrahim, 2016).

Strategists are leaders who are interested in change and the creation of a shared vision resulting in the encouragement of transformations, and strategists are good at handling others' resistance to change; alchemists are leaders who exhibit high moral standards and are interested in the reinvention of themselves and their organizations (Wirba, 2015). The individualists focus on the self, the strategists demonstrate an invitational style to ideas, and the alchemists develop transformations for reflection and action (Kremer,Villamor & Aguinis (2019).

Task-oriented and relationship-oriented leadership behaviours are leader behavioural approaches practiced in most Western countries (Begum & Mujtaba, 2016). Autocratic and democratic leadership are forms of leadership under behavioural leadership styles and theories (Xie et al., 2019). Wirba (2015) grouped autocratic, democratic, and liberal leadership as the classical styles of leadership regarding their behaviours with the use of power. Autocratic, democratic, and liberal (laissez-faire) leaders influence employees, although demonstrating different styles and using different behavioural approaches.

Autocratic leadership - Autocratic is a leadership style whereby a leader makes decisions alone without his or her employees' inputs (Yahaya & Ebrahim, 2016). In addition to not encouraging followers' input, autocratic leadership characteristics include power driven behaviours and a perceived focus on only organizational goals with no concern for employee well-being or condition (Xie et al., 2019). These are similar characteristics to those of transactional leaders, which are unlike the characteristics that transformational leaders use to motivate followers. The characteristics of autocratic leadership exemplify the styles and theories of transactional leadership (Moyo,2019).

Autocratic leadership has a direct association with employee demotivation (Aurangzeb, 2015). Malik, Javed and Hassan (2017) argue that followers of autocratic leaders might not perform well without the presence of the leader; however, autocratic leaders take full responsibility for outcomes, and they reduce pressure on followers regarding making decisions. Strict control by the leaders and no participation by the employee are two major characteristics of autocratic leadership (Aurangzeb, 2015).

Democratic leadership - Democratic is a leadership style whereby a leader discusses and coordinates tasks with his or her employees (Xie et al., 2019). Democratic leadership involves encouraging employees' full participation in decision making (Aurangzeb, 2015). In practicing democratic leadership style, the leaders allow the followers to make decisions (Ameh & Odusami, 2014). Almutairi (2016) argued that a democratic leadership approach might not lead to the prompt exchange of information and consensus by all involved for the timely execution of tasks.

Laissez-faire leadership - Laissez-faire leadership is one of the three major categories of leadership styles (Xie et al., 2019). Laissez-faire leaders give minimal guidance to employees and allow employees to make decisions on their own (Beck, 2016). Laissez-faire leadership characteristics are similar to those of liberal leadership. In a liberal leadership style, a leader seldom uses his or her power and grants his or her employees freedom in the performance of their duties.

There is no consensus on the best leadership style because a leader can practice any style or a mix of styles to suit the employee, the situation, or a given time (Asan, 2015). Leaders favor the transactional and transformational leadership styles over the laissez-faire style.

Transactional leadership – Yahaya and Ebrahim (2016), describe the transactional and transformational leadership as the two most commonly practiced leadership styles, the former a much more traditional and common approach than the latter. Transactional leaders operate on the notion of rewarding employees for their efforts (Babalola, 2016). Transactional leaders also punish employees for their lack of effort (Andersen, Nielsen & Brinkmann, 2014). Leaders exhibit transactional leadership style by using transactions between them and their followers (Moyo,2019).

Communication

Researchers have revealed how vital communication is to lead effectively. Communication is the sharing and transmission of information between individuals to influence each other (Xie et al., 2019; Tripathi & Agarwal, 2017). Good communication is necessary for organizational success (Rabie & Malek, 2020). Organizational success has a positive association with good communication between leadership and employees (Tomescu-Dumitrescu, 2016).

Communication has a significant effect on employees (Jabeen & Isakovic, 2018). Communication is an indicator of the leadership style that a leader employs, and it affects organizational performance (Tripathi & Agarwal, 2017). Stokes et al. (2019), found that some 26 sales employees disclosed that their managers' use of inappropriate leadership styles and ineffective communications were among the problems of ineffective leadership. Ineffective communication is a problem in many organizations (Begum & Mujtaba, 2016). To practice effective communication, leaders require good use of communication channels in their strategies.

Communication channels and strategies.

Some communication channels available at the workplace that Oliveira and Marques (2020) suggested are as follows: face-to-face, e-mail, blogs, wikis, instant messaging, shared virtual workspaces, telephone, video/web conferencing, intranets, discussion forums, and voice over IP. Leaders also communicate with employees by using memoranda (Bass & Avolio, 1994). Other forms of communication include social media, tangible written communication, and meetings (Tripathi & Agarwal, 2017). The reliable forms of general information and sensitive information sharing are e-mail, telephone, and face-to-face (Rabie & Malek, 2020). Bell (2015) found that text message communication from the employer to the worker was effective. Face-to-face communication is beneficial (Babalola, 2016), and it has the greatest impact on the majority of employees (Asan, 2015).

However, no one form of communication is better, and a combination of different forms together works best (Rabie & Malek, 2020). Leaders' effective communication with employees requires communicating with clarity on a regular and consistent basis. Widyanti (2020) revealed that employees of some organizations in the Indian retail industry do not want communication arrangements where they are not able to ask their leaders questions or receive clarifications.

Further, the employees want regular communication with all levels of leaders (Belndea, 2016). Walumbwa et al, (2018) argued that employees' communication of their needs to their leaders is necessary for their leaders' response to those needs. Successful managers in developed countries engage in many communication activities (Asan, 2015). Effective communication requires consistency (Magrizos, Apospori Carrigan, & Jones, 2020). Moyo (2019) identified a concept known as strategic communication, which is an organization leader's calculated use of communication for its mission fulfillment. Rabie and Malek (2020) described strategic communication as an emerging field in terms of its research and practice. Jabeen and Isakovic, (2018) observed that strategic communication's importance, within the context of a communication system, as one of the systems required for successful organizational development.

Misunderstandings, a lack of information, lower performance, grievances, and more employee rotations may result from ineffective communication, whereas there is an association between good communication and grievance decrease, turnover decrease, increased job satisfaction, safety, productivity, and profits (Hoel & Christensen, 2020). Rabie and Malek (2020) noted the need for managers to be strategic communicators and communicative leaders who effectively communicate goals, values, and visions. Retail managers must strengthen their knowledge of transformational leadership to increase their potential for success (Walumbwa et al., 2018).

Communication is essential to any organization's success, and retail employees may not receive open communication of information by management (Begum & Mujtaba, 2016). Bell (2015), discovered that managerial communication is less frequent through face-to-face communication than through fax, the Internet, and mobile phone. Babalola (2016), found that for formal notifications and message reinforcements, managers use written modes of communication (for example, e-mail) and employees prefer oral communication; specifically, face-to-face interaction with their managers to achieve instant two-way communication and clarification of information.

Hoel and Christensen (2020), found that frequent and two-way communication between leaders and employees are among the key factors contributing to employee well-being. Employees were receptive to the encouragement of two-way communication to allow for expression of their viewpoints (Begum & Mujtaba, 2016).

Rabie and Malek (2020) found leader-follower communication to be positive and respectful. These preferred communication strategies are inclusive of those that transformational leaders practice. Trust and respect are foundations of open and honest leader-follower communication (Bell, 2015). Effective communication, including communicating respectfully, is a key component of the transformational leadership style (Avolio & Walumbwa, 2014). Transformational leaders communicate effectively and create a sense of respect in those they lead (Hoel & Christensen, 2020). A leader can practice more than one leadership style (Hoel & Christensen, 2020).

Equally important, a leader can learn, practice, and improve his or her communication skills (Begum & Mujtaba, 2016). Organizational performance is one of the determining success factors that illustrate the importance of leader communication and organizational communication.

Organizational communication - Organizational communication consists of internal and external communication (Walker, 2019)/). Organizational communication is necessary for the exchange of information with individuals inside and outside an organization. Internal communication is communication with individuals within an organization, and external communication is communication with outsiders (Walumbwa et al., 2018). Internal and external communications are some of the roles of managers and employees in organizations (Begum & Mujtaba, 2016). Leader and employee communication are important in the organizational communication process. The communication process is important for leader-employee identification (Stokes et al.. 2019). Stokes et al. (2019) emphasized that a communication audit is an important aspect of an organization's communication process.

A communication audit involves the examination of an organization's communications between the communication source and its audiences (Almatrooshi, Singh & Farouk, 2016). The communication process influences its audience outcomes, and effective communication requires the use of strategies including politeness (Manik & Hutagaol, 2015). The transformational leadership approach involves care and expression of respect, which positively influences employees' self-reliance and actions (Begum & Mujtaba, 2016).

Communication and the Leader-Employee Relationship

The leader-employee relationship is important for a leader's and the organization's success. Leader-employee relationship forms through the communication process. Tripathi and Agarwal (2017) found a significant positive correlation between employee organizational commitment and communication satisfaction. There is a positive correlation between transformational 30 leadership style and employee organizational commitment (Almutairi, 2016). Transformational leaders practice effective communication. Communication is a vital element of transformational leadership, and transformational leaders engage employees' hearts positively (Bell, 2015). Transformational leaders are inclined to having stronger relationships with employees (Xie et al., 2019).

Transformational leadership encourages leader-employee relationship for the achievement of organizational goals. A leader can attain relationships with employees through more than one leadership style. Widyanti(2020)identified relations-oriented leadership style as a style that a leader can use for improving the welfare of employees; in doing so, the leader encourages employees, seems approachable and relatable, usually acts as a mentor, and motivates employees. The servant leadership style fosters leader-employee relationships and even greater peer relationships among employees, and these practices help with the achievement of organizational goals (Åhlin, Strandberg, Norberg, Ternestedt & Ericson-Lidman, 2017).

Transformational leadership model leads to communication relations development between the supervisor and employee (Almatrooshi, Singh & Farouk, 2016). In a mixed-methods data analysis that included employees and managers from multiple industries and states, Boykins et al. concluded that a demonstration of good judgment by a leader is vital for the determination of when and what leadership style to employ as appropriate.

The leadership style that a leader employs not only affects his or her relationship with employees, but it also extends to engaging and influencing employee motivation.

Leadership and Communication

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However, leaders who often manage by exception frequently encounter employee unwillingness to share information and, thus, negatively affect the communication process (Chan, 2019). A leader can influence his or her employee outcomes with the leadership approach that the leader practices. In a study of transactional and transformational leadership styles with data collected from public-sector organizations through a survey questionnaire, Ahmad, Majid, and Zin (2015) found that transformational leadership was more effective than transactional leadership.

Transactional leadership strategies to influencing employees are different from those of transformational leadership, which includes the following: charismatic communication (Jabeen & Isakovic, 2018)), effective communication of vision (Moyo (2019). and precise feedback (Jermsittiparsert&Urairak,2019). Chan(2019) noted that transactional leaders typically give feedback for corrective actions purposes. Transactional leaders do communicate with employees, and they incorporate their communication practices in different ways and for different reasons.

The transactional leadership style consists of the following categories: management by exception (active and passive) and contingent reward (Moyo (2019).

The active approach involves the leader being proactive in the communication of his or her expectations and following up with employees, and the passive approach involves mainly reactive communication by the leader when something goes wrong (Kremer,Villamor &Aguinis, 2019). Moyo (2019)presented contingent reward and management by exception as two practices of the transactional leadership style. Chan (2019), presented two characteristics that form the basis of transactional leadership as management by exception and contingent reward as follows: management by exception consists of two types (passive leadership and active leadership), and contingent reward involves the leader associating goals with rewards and providing clarifications for expectations. Under passive leadership, transactional leaders take corrective actions when they deem their involvement necessary, while under the active leadership, transactional leaders deem their initial involvement necessary, monitors employees, and take corrective actions as necessary (Arenas, Tucker, & Connelly, 2017).

Transactional leaders practice of contingent reward in which the leaders set expectations for their employees and uses rewards (extrinsic rewards, e.g., bonus or promotion) to reinforce employee performance is deemed effective (Arenas et al., 2017). Reward is not the only tool at the disposal of transactional leaders using the management by exception approach. Yao, Fan, Guo and Li (2014) noted that transactional leaders focus on employees' mistakes and encourages employees with rewards as well as criticize them through admonishments. Both contingent reward and management by exception have positive and significant relationships with motivation, and this demonstrates that transactional leaders use reward and punishment to motivate employees to accomplish organizational goals (Arenas et al., 2017; Bambale, Girei, & Barwa, 2017).

These transformational leadership behaviours and communication approaches positively influence employee motivation. Transformational leadership involves motivating employees for improved outcomes. Leaders can practice transformational leadership to attain a specific outcome (Kremer,Villamor &Aguinis, 2019). Transformational leadership has a positive influence on personal outcomes including motivation (Beck, 2016). Transformational leaders inspire employees to attain common goals or a shared vision (Gandolfi &Stone, 2017). Malik, Javed and Hassan (2017) found that transformational relationship with organizational performance. Organizations may enhance its employees' leadership has a strong outcome by including transformational leadership training into their leadership development programs (Asan, 2015). Transformational leaders influence employees' motivation. Effective communication affects employee motivation and outcomes. Transformational leaders are more capable of motivating employees (Asan, 2015).

Communication skills, including coaching and empowering communication strategies, are essential elements of transformational leadership for improving employee outcomes (Bell, Powell, & Sykes, 2015). Most leadership theories failed to deem communication essential to leadership (Jermsittiparsert&Urairak, 2019). Bambale, Girei and Barwa (2017), found that leadership demotivated employees through poor communication that includes lack of regular communication with employees. Transformational leaders motivate employees with the use of the four behavioural dimensions, including effective communication of organizational vision, found in the inspirational motivation dimension (Asan, 2015). Effective communication, including vision and the emotional connections that transformational leaders provide, are a part of the leadership style's factors for the positive influence of followers. Transformational leadership factors include articulating a vision and providing individual support (Vlacseková & Mura, 2017). In principle, transformational leaders will influence positive changes in those they lead (Beck, 2016). Belndea (2016), found that the dimensions of transformational leadership contribute to the organization's positive climate. Transformational leadership practices are an effective way of leading (Jermsittiparsert&Urairak, 2019). However, Hoel and Christensen (2020), argue that leadership style effectiveness is dependent on several factors including the industry and business. Transformational leadership involves personal charisma and vision communication (Uçkun, Arslan & Yener, 2020).

The transformational leadership concept involves the effective communication of vision and other communication strategies to motivate employees for better outcomes. Transformational leaders use effective communication of organizational vision to inspire employees to commit to the organization (Vlacseková & Mura, 2017). This approach is consistent with the conceptual model regarding transformational leaders' use of effective communication identified in the conceptual framework. In addition to the effective communication strategies that transformational leaders use to influence employee outcomes, Ankomah, Kumah and Karikari (2016) found additional effective communication strategies that transformational leaders use includes listening, demonstrating candor, oral communication, and responding to employees. Characteristics of effective leaders include providing employees constructive and positive feedback (Beck, 2016). Individualized consideration, one of four factors of transformational leadership theories, involves the leader providing feedback based on an individual's needs (Belndea, 2016). Transformational leaders use of individual consideration also emerges through active listening and providing necessary feedback to address employees personal and professional problems (Ankomah, Kumah & Karikari, 2016). Vision communication as practiced by transformational leaders likely influences task provided feedback satisfaction (Beck, 2016). Effective communication, including listening, offering feedback, and communicating consistently, influences employee motivation for improved outcomes (Bell & Roebuck, 2015).

Organisational Behaviour

Organizational behaviour can classified as an action & attitudes of individuals and groups toward one another and towards organization's as a whole and its effect on organization's functioning and performance (Widyanti(2020). The study and application of knowledge about how people as individuals and groups act within Organisations, it strives to identify ways in which people can act more effectively (Almatrooshi, Singh & Farouk, 2016). The understanding, prediction and management of human behaviour in organization.

Organizational behaviour is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations, for the purpose of applying such knowledge towards improving organization's effectiveness (Almutairi, 2016). Fiaz, Su, Ikram and Saqib (2017) say that organisational behaviour is concerned with the study of what people do in an organization and how their behaviour affect the organization's performance

Thereisnosetofuniversalprescriptionsthatcanpredicteverybehaviour,teamoutcome,or organizationalphenomenon.Peoplearetypicallyuniqueandunpredictableinsomeaspects of their behaviour. In physics there are laws, formulas, and mathematical procedures that applytoawiderangeofsituations. Thespeedofavehicletravelingdownahillcanbe calculated, and the answer applies to similar hills, cars, and conditions.

Organizationalbehaviourisnotasstableorpredictableasphysics.Organizationalbehaviourisdifferentb ecause itdealswithhumanbeingsinworksettings.Thebodyoforganizationalbehaviourknowledgeisbeingexp anded by researchers as they study and report on individual, group, and organizational behaviour. Theartoforganizationalbehaviourapplicationisbeginningtoblendwithempirically-based research.

Managerscarryout rolesthatcanbesuccessfully accomplishediftheyskillfullyapply thebestavailableknowledgetothesituationathand.Theseviewsoftheworkofmanagementsuggestthata rtandsciencecanbeblendedtosolveproblems.Therefore,effectively increasedgovernment regulations have affected management's actions in production andemploymentpractices.Foreigntradetariffs,occupationalsafetyandhealthguidelines, and equal employment opportunities influence the way a firm conducts business (Gandolfi &Stone, 2017).

Organisational behaviour is an understanding of individual, group and organisational behaviour that has impact on organization performance and effectiveness (Åhlin et al., 2017). In this study, the organisational behaviour focuses on individual level where job satisfaction, organisational commitment and intention to quit are the fundamental elements at this level. Other studies have also shown that meaningful work and sense of community are associated with organisation commitment, job satisfaction and intention to quit (Ankomah, Kumah & Karikari, 2016).

Organizational behavior according to Ahmad, Majid and Zin (2015) is the study of human behavior in organizational settings, how human behavior interacts with the organization, and the organization itself. Although we can focus on any one of these three areas independently, we must remember that all three are ultimately connected and necessary for a comprehensive understanding of organizational behavior

Organisationalbehaviourisconcernedwithpeople'sthoughts,feelings,emotions,and actionsinaworksetting. Understandinganindividualbehaviourisinitselfachallenge,but understandinggroupbehaviourinanorganisationalenvironmentisamonumentalmanagerialtask. As Nadler and Thushman putit: "Understanding one individual'sbehaviour ischallenging in and of itself;understanding a groupthat ismade upofdifferent individualsandcomprehendingthe manyrelationships amongthose individualsisevenmore complex.Ultimately,the organisation'sworkgets done throughpeople,individuallyorcollectively,ontheirownorincollaborationwith technology. Therefore,themanagementoforganisationalbehaviouriscentraltothe managementtask– ataskthatinvolvesthecapacityto"understand"thebehaviourpatterns ofindividuals,groupsandorganisations,to"predict" what behavioural responseswill be elicitedbyvariousmanagerial actionsandfinallytouse thisunderstandingandthese predictionsto achieve“control” (Uçkun, Arslan & Yener, 2020).

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Organisational behaviourisconcernedwiththecharacteristicsandbehavioursof employeesinisolation;thecharacteristicsandprocessesthatarepartoftheorganisationitself;and the characteristicsandbehavioursdirectlyresultingfrom people withtheirindividual needsand motivationsworkingwithinthe structure oftheorganization (Tarba, Ahammad, Junni, Stokes and Morag, 2019). Onecannot understandan individual’sbehaviourcompletelywithout learningsomethingabout that individual’s organisation. Similarly, he cannotunderstand howtheorganisation operates withoutstudying the peoplewho make itup. Thus, theorganisation influencesand isinfluenced byindividuals (Tarba et al., 2019).

Tran (2019), identifies key elementsin theorganisationalbehaviour aspeople,structure, technology andthe environment in whichtheorganisation operates. Peoplemakeuptheinternalandsocialsystemoftheorganisation. Theyconsistof individualsandgroups.Thegroupsmaybebigorsmall;formalorinformal;officialorunofficial. Groupsaredynamic. They work in theorganisationto achieve their objectives. Structuredefinestheformalrelationshipsofthepeople in organisations. Differentpeople inthe organisationare performingdifferenttype ofjobsandtheyneedtobe relatedinsome structuralway so that their work can beeffectively coordinated. Technologysuchasmachinesandworkprocessesprovidetheresourceswithwhichpeople workandaffectsthe tasksthattheyperform. Thetechnologyusedhasa significant influence on working relationships. Itallowspeopleto domoreand better workbutitalso restrictspeoplein various ways (Uçkun, Arslan & Yener, 2020). Allorganisationsoperatewithin an externalenvironment. It ispartof alarger systemthat containsmanyotherelementssuchasgovernment,thefamilyandotherorganisations.Allofthese mutually influenceeach other in acomplex systemthat createsa contextforagroup of people (Uçkun, Arslan & Yener, 2020).

Effective Leadership Communication and Organisational Behaviour

It is important forparticipativeleaders to appreciatethesuccessfulworkof employees,tosupportthecreativityofemployees,to cooperatewithemployees,and toensureacommitmenttotheorganisation.Whenparticipative leaderssharetheir plans withemployees,thedegreeofsatisfactionofwhat employees do, also begins to increase.It isimperative foremployeestofeelvaluedintermsofparticipative managementandorganisational behaviour(Afful-Broni, 2012).

Hair et al. (2019) posit that effective leadership communicationpositively affect both employees’ commitment to the organisationandtheirjobsatisfaction.Thissituationexplainswhyemployeesthat arevaluedshowapositiveattitudeandbehaviour.Employeesaresatisfiedwith whattheyrevealtheirintellectualandphysicalabilities.Insteadof being directedtotargetsby leaders intheirorganisations,employees demonstrate theircommitmenttotheorganisationwhen theyaretakenintoaccount,andtheir needsmet.Inorganisationswhere organisationalcommunicationisestablished healthily,employeesaresatisfiedwith theirworkanduse theirskillseffectively (Jermsittiparsert&Urairak, 2019).

Chan (2019), argues that in the cases where organisationalcommunicationcanbeprovided,theprocesswithintheorganisation ispositivelyaffected.Inotherwords,boththecommitmentofemployeesandtheir jobsatisfaction arepositivelyaffectedandsupportingresearch results reveals the importanceoforganisationalcommunication.Organisational behaviour according to Kremer,Villamor andAguinis (2019), is apsychologicalconditionthatallowsemployeestoconnecttotheorganisation, and fororganisational behaviourtobe healthy,thestyle ofcommunicationand leadership playsa key rolefororganisations.Jobsatisfactionexpressestheemotional stateofemployees withintheirroles intheorganisation,so itexpressesthebusiness attitudeoftheemployees.This dedicationof theemployees is duetothedesireto achievegeneralsatisfaction (Hoel & Christensen, 2020). Effective leadership communication playsanessentialrole inensuringthis satisfactionandeffective leadership communicationimpactsotherleaders,socialrelations,high self-confidence,working-loving,equallyre,andforward-thinking leadersamong employees(Kremer,Villamor &Aguinis, 2019).Withineffective leadership communication, employeeshaveasay intheirworkwhenmakingdecisionsabouttheworktheywill do,thuscreatinga desireandcommitmenttothejob (Moyo,2019).Arenas, Tucker & Connelly (2017)state in their work thateffective leadership communication positivelyaffectsbothjob satisfactionand employeeengagement. Besides, Widyanti(2020)statesthateffective leadership communicationpositivelyaffectsjobsatisfaction. Banjarnahoretal. (2018)alsoexplain thateffective leadership communicationpositivelyaffects bothjobsatisfactionandorganisational behaviour.

Forthis reason,theimportanceofhowtheorganisationis managedandwhat effective leadership communication is governedisrevealed.Leadersmusttaketheideaoftheemployees andacttogetherbeforemaking decisionsfor theorganisation(Yahaya & Ebrahim, 2016).Inthis way, communication between upper and subordinates within the hierarchical structureishealthierandmoreopen.Whenlookingattheresearchonorganizationalcommunication, it is stated in the study conducted by Moyo (2019) that organisationalcommunicationpositively affectsorganisational behaviour.Xie et al. (2019) alsonotedintheir studythatorganisationalcommunication positivelyaffectsjobsatisfaction.Inthestudy byWidyanti(2020),it isexplainedthat organisationalcommunicationpositivelyaffectsorganisational behaviour.Having ahealthyorganisationalcommunication andmanagingtheorganisationas effective leadership communicationnot onlyprovides employeesatisfactionbut also strengthens employees' commitment to the organisation. In future studies in this field, conductingresearchthatexaminestheattitudesandbehavioursofemployees will significantlycontributetotheliterature.

Also Stokes et al. (2019) foundthatorganisational communicationandeffective leadership communication havepositiveeffectsonorganisational behaviourand job satisfaction. Effective leadership communication enable employees to participateintheorganisationandto participateintheprocess about decisions to be made.In thisway,employeeshavethechancetoexpresstheirviews inthe managementoftheorganisation,sotheirallegiancetotheorganisationbeginsto form.At thesametime,theyrealisethatwhattheydo meanssomething.Oneofthe mostimportantfeaturesofaparticipativeeffective leadership communicationisthattheyadaptquickly tochangingenvironmentalconditionstokeeptheorganisationafloat.Whenyou lookatthevariableeffectofeffective leadership communicationmediation, itcan beseenthat organisational commitmentand job satisfaction have a positive effect.Therefore, boththe impact oforganisationalcommunicationandthemediationeffect of effective leadership communicationpositivelyincreasethecommitmentandjobsatisfactionof theemployeesto theorganisation.Effective leadership communicationhasanimportant feature thatmotivatesanddirectsemployeesinachievingtheorganisation'sgoals(Tripathi & Agarwal, 2017). At the same time, by ensuring harmony between the employee and the organisation,itplaysakeyrole intherealisationofcommongoals,hasanimportant effectinresponding quickly toenvironmentalconditionsinanintensecompetitive environment,andfindsajointparticipationsolutiontotheproblemsfacedbythe organisation (Jabeen & Isakovic, 2018).

Rabie and Malek (2020) maintain that when one looks at the research finding on job satisfaction,itcanbeseen thatthereis goodorganisational behaviourbecausetheremaybe differencesinattitudesand behavioursofindividualsworking indifferentfirmstructuresin differentsectors. Especiallywhenexaminedintermsofthelimitationsoftheresearch,theresearch was carried out on white-collar employees working in companies in the auto industry.Hoel and Christensen (2020), opine thatbycomparing**organisational behaviour** with leadership communication, it ispossibletomeasureand analysethereactionsofemployeesto job satisfaction.Thereason for thesedifferences is that workingconditionsand organisational structures vary from country to country (Hoel & Christensen, 2020).Therefore,differencesintheattitudesandbehavioursofemployeesmay alsodiffer in theresponsestojobsatisfaction.Tripathi and Agarwal (2017) submit that interms oforganisational communicationandeffective leadership communication, thejobsatisfactionoftheemployees is positivelyaffected bytheresultsoftheresearch.Sinceitisnotcorrectfortheresearch conductedinaparticularsectortoappealtothegeneral, itwillbepossibletoobtain healthier results by analysing the responses of the employees through research conductedindifferentworking conditionsindifferentsectors.

Discussions of Empirical Studies

The study revealed that effective leadership communication strategies are important tools that a leader can use to influence organizational behaviour. Leaders used effective communication strategies to improve their employees' motivation. The following five themes emerged: (a) respectful communication, (b) two-way communication, (c) charismatic communication, (d) listening, and (e) feedback. Transformational leaders use these communication strategies to influence employee motivation.

Leadership style and leader communication strategies including respectful communication, or lack of it, influence employees' levels of motivation. Transformational leaders' strategies consist of communicating respectfully, which results in positively influencing employees (Bell & Roebuck, 2015). As shown in the literature review and the results of this study, respectful leader communication with employees is effective. This effective communication approach consists of respectful leader treatment of employees in the act of communicating with them. Leaders' respectful communication positively influenced employees. On the other hand, employees react negatively to disrespectful communication approaches. The study emphasized the importance of this communication strategy and its influence on their responses to the interview questions and documentation that they provided. Effective communication strategies consist of respectfulness (Magrizos, Apospori, Carrigan & Jones, 2020).

The study found that effective communication practices were consistent with transformational leadership communication approaches for successful employee outcomes. Transformational leaders communicate in a respectful way for improved employee outcomes (Bell, Powell & Sykes, 2015). The study revealed that lack of respectful communication or presence of disrespectful communication is one of the communication approaches that least motivates and even demotivates employees. According to Steyn (2017), respectful communication is important for interpersonal relationships and organizational success.

Effective leadership communicating with employees and exchanging information is important in the communication process for influencing employee motivation. Two-way communication between leaders and employees is one of the important factors that contribute to positive employee outcomes (Benson, 2015). This approach to communication with employees, rather than primarily using one-way communication, results in positive influence and outcomes. Given the individualized consideration factor, the practice of transformational leadership involves the use of two-way communication as an effective communication approach (Eckhaus, 2017).

The study found that leader and employee two-way communication enables sharing of ideas and performance improvement. This finding confirms what Jabeen and Isakovic (2018) revealed, that employees responded positively to the use of two-way communication to enable the expression of their opinions.

According to Netshitangani (2016), transformational leadership involves activating relations exchange of information. The findings from this study have shown that this communication approach improves employee motivation. Leaders can use two-way communication to gain employee cooperation and improve their outcomes (Oliveira & Marques, 2020). The participants engaged in conversations and exchange of information with employees. The study also, found that leaders use charismatic communication to influence employees' motivation. Transformational leaders use charismatic communication to motivate employees (Benson, 2015). Business leaders who practice transformational leadership style use charismatic communication to influence their employees' motivation. The study revealed that charismatic communication is a communication approach that involves energizing employees, not making them feel less, and making them feel good about themselves. Triangulation, which can serve as a validation method of this theme that emerged from interviews with documentation was not ideal given the essence of charismatic communication practice (Eckhaus, 2017).

Charisma is one of the four factors found in the transformational leadership style (Jabeen & Isakovic, 2018). The Charismatic communication as a theme was confirmed, and the study enhanced its validity through the member checking process. Transformational leaders use charisma in their effective communication to influence employees for desired outcomes (Malik, Javed, & Hassan, 2017).

The study revealed that charismatic communication is one of the best communication strategies for improving employee motivation. Leader charisma, including having an idealized influence to lead others to follow, is a behaviour of transformational leaders (Benson, 2015). Charismatic communication is an effective communication strategy that involves influencing employee motivation and bringing out the best in employees. Netshitangani (2016) found that employees dislike leaders selectively listening. Listening is an effective communication that transformational leaders use for positively influencing employees (Manik & Hutagaol, 2015). Transformational leaders practice active listening (Benson, 2015). By listening effectively, leaders can obtain complete information from employees. The study also found that Listening is an effective communication that influences employee motivation for improved outcomes (Bell & Roebuck, 2015).

Leader effective communication, including listening, contributes to employees acting desirably for a successful outcome (Oliveira & Marques, 2020). The study revealed that leader feedback to employees impacts employee motivation. The practice of effective communication, including offering feedback influenced employee motivation (Bell & Roebuck, 2015). The findings from the study showed that providing feedback in a positive way, which is identifiable with transformational leadership style, is preferred for positive influence on employee motivation. This effective communication strategy consists of providing employees with feedback in a precise manner. Leaders can use feedback effectively to influence employee outcomes. Transformational leaders provide feedback in a precise manner (Oliveira & Marques, 2020).

The study found that transformational leaders give frequent and positive feedback (Eckhaus, 2017). Giving feedback is an effective communication for successful employee outcomes (Netshitangani, 2016). The study showed that employees prefer feedback in a precise, constant, and positive manner. Feedback emerged as one of the best communication strategies for improving employee motivation and employees use of feedback is consistent with Jabeen and Isakovic (2018), findings of transformational leaders providing employees a response as an additional effective communication strategy. Leaders who practice transformational leadership style provide feedback to employees with an approach that involves being specific and positive. Charisma, inspirational leadership, individualized consideration, and intellectual stimulation are four factors of transformational leadership (Bell & Roebuck, 2015). Transformational leaders' use of effective communication approaches influences employees for improved outcomes. Transformational leaders inspire and motivate employees. Transformational leaders increase the motivation level of those they lead (Burns, 1978). Leader communication is important for the influence of employee motivation (Netshitangani, 2016). Employee degree of motivation reflects in employee performance level (Eckhaus, 2017). By improving employees' motivation through effective communication, the business leaders also influenced employees' performance, as shown in theme, respectful communication). A leader can motivate employees by using an effective communication process (Lam,Huang &Chan,2015).

Transformational leader's communication strategies to influence employees positively include the following: respectful communication (Bell & Roebuck, 2015), two-way communication (Oliveira & Marques, 2020); Netshitangani, 2016), charismatic communication, (Malik et al., 2017), listening (Manik & Hutagaol, 2015), and feedback (Eckhaus, 2017). Application to Professional Practice Transformational leaders use effective communication strategies to influence employees positively (Ilyash, Yildirim,Capuk &Bozgul,2019). Leadership is very intentional, and leaders make organizational decisions in part based on a leadership philosophy (Oliveira & Marques, 2020).

Conclusion

The focus of this study was to explore the influence of leadership communication on organizational behaviour. Leadership communication plays a vital role in every corporation, as it decides whether employees are satisfied or not in the workplace. Effective leadership communication strategies are important to achieve good organizational behaviour. The study showed that leaders in corporate organisations use effective communication strategies, namely, (a) effective leadership communication, (b) two-way communication, (c) charismatic communication, (d) listening, and (e) feedback to positively influence their employees for improved motivation and good organizational behaviour.

Effective leadership communication strategies positively influence employee motivation and engender good organizational behaviour. Effective communication strategies are tools that leaders can utilize to improve their employees' motivation for better outcomes. The communication strategies that proactive leaders use are blended with charisma, resourcefulness, receptivity, respectfulness and openness make effective leader who can communicate appropriately to elicit good organistional behaviour for improving employee motivation and productivity.

Recommendations

The study, recommends that corporate organisations' leaders take the following steps: (a) evaluate their communication strategies, (b) incorporate effective communication strategies into their employee motivation tools, (c) practice the communication strategies daily as they develop each of them, and (d) evaluate the implemented communication strategies to determine usefulness. Organisations' leaders can improve their employees' motivation by practicing the positive influential communication strategies revealed in this study.

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Internal Marketing and Marketing Effectiveness in the Banking Industry in Port Harcourt

***Hamilton-Ibama, Edith-Onajite Lolia (PhD) and Jaja, Happiness (PhD)**
Department of Marketing, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria
Department of Marketing, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria
*****Email: edith-onajite.hamilton-ibama@ust.edu.ng | Tel: Phone: +234-08033786008

Abstract: *The purpose of this study was to empirically investigate the effect of Internal Marketing on Marketing Effectiveness in banking industry in Port Harcourt. The target population of this study is the twenty one banks in Port Harcourt, Six respondents from the twenty one banks constituted the sample size of this study (tellers, customers service relation, cashiers, administrative officer, marketing officers and security officer) giving a total of hundred and twenty six respondents who were administered the copies of the questionnaire upon retrieval ninety copies were retrieved and were subjected to data analysis. Data analyses were aided by the use of SPSS version 22.0 and hypotheses were tested using the Spearman Rank Order Correlation. After the data analysis, it was revealed that Employee Job Satisfaction as a dimension of Internal Marketing relates very strongly and positively with Adequate Marketing Information, strongly and negatively with Customer Philosophy and Strategic Orientation. It was also revealed that Customer Orientation relates strongly with Strategic Orientation, Adequate Marketing Information and Customer Philosophy. It was concluded that internal marketing relates very strongly and positively with marketing effectiveness and it was recommended that Banking Industry in Port Harcourt should ensure that their services are improved; equipment, facilities and communication materials are also improved and also make available carrier opportunities for development.*

Keywords: *Internal Marketing, Marketing Effectiveness, Customer Orientation, Strategic Orientation, Job Satisfaction, Banking*

1. INTRODUCTION

Internal marketing in Port Harcourt banks are tools that banks use within their workforce to communicate with their employees. Many bank owners and authors of internal marketing believe this concept is as important to a bank survival.

A banks job is to provide customers with financial services that help people better manage their lives, services like checking account, savings account debit and credit cards, wealth management and business loans etc. New social values on demand are vital on banks employees because different bank customers display different lifestyle at different time and ways. Therefore bank marketers should center on service areas that creativity is obvious and shown in their individual associates and understanding between staff and customers. The employees of the bank are in charge of carrying out the service process and resolving customer problems. According to Anon (2007), some other barriers are managerial incompetence, poor understanding of the internal marketing concept, rigid organizational structure and top members of staff treating employees like they are unimportant to the business. When the management of a bank is incompetent there is falling profit, inadequate quality control and high turnover levels.

Managerial incompetence is of concern to all stakeholders because execution problems could lead to layoffs, which is bad news for employees and to lower stock prices for public companies which is bad news for investors. When an organizational structure is rigid there is a centralized and control style of leadership prevails, hierarchical organization with many layers of management between top and bottom, small spans of control, functional silos that operate independently and very little movement of talent around the organizational silos.

The purpose of this study is to determine the impact of internal marketing on marketing effectiveness in the banking industry in Port Harcourt. In view of this, the following research questions were addressed.

- To what extent does Employee Job Satisfaction impact on Customer Philosophy?
- To what extent does Employee Job Satisfaction impact on Adequate Marketing Information?
- To what extent does Employee Job Satisfaction impact on Strategic Orientation?
- To what extent does Customer Orientation impact on Customer Philosophy?
  To what extent does Customer Orientation impact on Adequate Marketing Information?
- To what extent does Customer Orientation impact on Strategic Orientation?

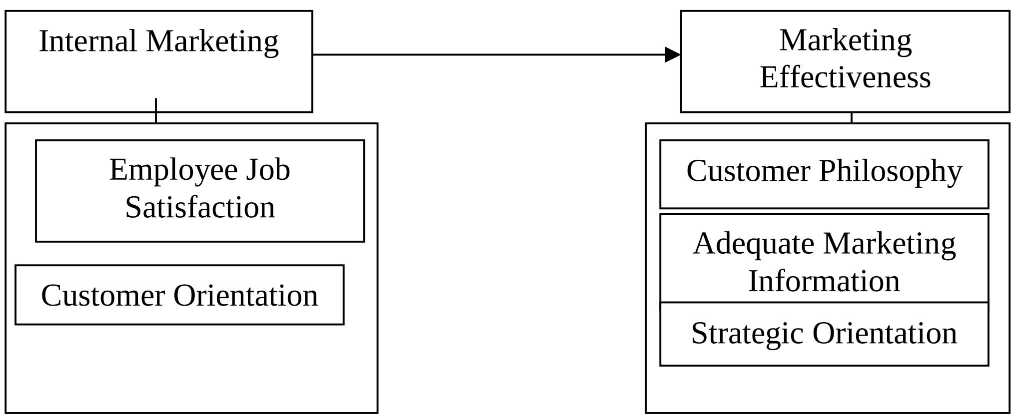

Figure 1 Conceptual Framework on the effect of Internal Marketing on Marketing Effectiveness in Banking Industry in Port Harcourt.

Source: Desk Research, 2021

2. PREVIOUS RESEARCH

Concept of Internal Marketing

The idea of internal marketing was first proposed by Berry (1981) as a key to the problem of delivery high quality service. The concept of internal marketing is a tool that companies use within the workforce to communicate with the employees. Many company owners and authors of internal marketing believe this concept is as important to a company's survival as external marketing. This involves the communication of corporate culture and goals, mission and vision statement as well as personnel policies and procedures.

Ahmed and Rafig argue that the span of understanding about internal marketing from other authors is huge but vague in its limitation. One of the earlier studies by the author Berry (1974) believed that effective internal marketing which would contribute to effective marketing would require financially rewarding personnel, management commitment to sales training and self-development, revision of personnel transfer policies and a redefinition of management in terms of helping people to achieve through work. Berry and Pasuraman (1991) later added another definition to the concept in the book marketing services: competing through quality by stating internal marketing is attracting, developing, motivating and retaining qualified employees through job products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job products to fit human needs.

The American Marketing Association have given a more simplistic and modern definition for the concept “marketing to employee of an organization to ensure that they are effectively carrying out desired programs and policies. Unlike Berry’s (1995) definition it doesn’t justify how internal marketing can be achieved in the work place and it also doesn’t explain the ways in which employees are to be marketed to ensure the work carried out by them is effective and of a good standard. An important element of internal marketing as said earlier is motivation. According to Berry and Pasurama (1991) internal marketing is the philosophy of treating employees as customers and it is the strategy of shaping job product to fit human needs. Considered by many culture as the grandfather of all definition on internal marketing, Gronroos (1981) suggests internal marketing is the selling of the firm to employees who are seen as the internal customers. Gronroos believed that the higher employee satisfaction in result will make it possible to develop a more customer focused and market oriented firm.

There are other recent definitions of the concept of internal marketing by Ballantyne (2000) which suggest developing relationships between staff across internal organizational boundaries. This is done so that staff autonomy and know-how may combine in opening up knowledge, generating processes that challenge any internal activity that need to be changed. This definition emphasizes on the importance of the relationship between the staff and the organization and how internal marketing is a strategy that will allow this relationship to become stronger. It also highlights the fact that building on the relationship can enhance the service quality and also the relationship with the external markets.

Dimensions of Internal Marketing

Several studies on internal marketing have been carried out like that of Nwokah and Ahiazu (2008) on managerial competence and marketing effectiveness in corporate organization in Nigeria. They used customer orientation and customer satisfaction, employee motivation and satisfaction, interfunctional coordination and integration, marketing like approach and implementation of specific corporate or functional strategies to measure internal marketing. Norburn, Birley and Dunn (1988) studied strategic marketing effectiveness and its relationship with corporate culture and beliefs in UK and USA. They measure internal marketing using internal communication, staff training, job satisfaction, appraisals, feedbacks and customer consciousness. According to Slater and Narver (1994) they stated that the dimensions of internal marketing are employee job satisfaction customer orientation and inter-functional coordination.

Employee Job Satisfaction

Employee job satisfaction is the employees' feelings they have about their job. Gounaris (2008) argued that employees' satisfaction shows how the external customers consequential increased profitability. He saw employee job satisfaction as pleasurable or positive emotional state resulting from one's evaluation of job experiences. The nature of job satisfaction shows that employee is likely to continue with a job that is satisfying and leave a job which is dissatisfying. Hoppock (1935) defined employee job satisfaction as any combination of physiological and environmental circumstance that causes an employee to truthfully say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors it remains something internal that has to do with the way the employees feels. That is employee job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on employee job satisfaction focused on the role of employee in the workplace. Thus he defines employee job satisfaction as affective orientation on the part of individuals towards work roles which they are presently occupying.

Customer Orientation

Customer orientation is collecting customer information and using this information in business units (Kohli & Jaworski, 1990). Customer orientation is an approach to sales and customer relations in which staff focus on helping customers to meet their long term needs and wants. Here management and employees align their individual and team objectives around satisfying and retaining customers. This contrast with sales orientation which is a strategic approach were the needs and wants of the firm or sales persons are valued over the customer. According to Shapiro (1988) customer orientation is the formulation of strategies and tactics to satisfy market needs interfunctionally and achievement of a sense of companywide commitment to its plan. Narver and Slater (1990) and Hamilton-Ibama and Nwokah (2016) conceptualized customer orientation as the sufficient understanding of organisation's target market to be capable of creating superior value for buyers always.

Concept of Marketing Effectiveness

The marketing effectiveness concept has drawn increased attention among academic researchers and business practitioner over the years. Armstrong, (2006) posited that only a few organizations completely practice refined marketing. Ultimately marketing effectiveness differentiates the amateur from the expert in the global market (Zhou & Gao, 2005).

Marketing effectiveness concept first came into existence in the 1990s by Berry and Parasuarma. According to them marketing effectiveness posited that managers should have adequate information and distributes appropriate resources to different market. Marketing effectiveness according to Ambler (2001) is the extent to which marketing actions have helped the company to achieve its business goals. Nwokah and Ahiazu (2008) saw marketing effectiveness as the extent to which an organization acquires market share over competitors, advertising and promotional share of the market. Zhou and Gao (2005) asserted, the original obligation of marketing effectiveness is that managers must identify the primacy of studying the market, distinguish the several opportunities, select the best market to serve and offer superior customer value to satisfy their needs and wants. Furthermore, Nwokah (2006) argued that organizations that have the marketing effectiveness are high and those that close to their consumers have a common set of values and also demonstrate an external market orientation.

Benjamin (2003) agrees that companies with high marketing effectiveness operate better when compared with companies that do not have. The competitive environment of business today demands that for organization to be successful to move forward in its selected market segment, there must be implementation of marketing.

Measures of Marketing Effectiveness

Also many studies have been conducted on marketing effectiveness like that of Nwokah (2006). Nwokah (2006) carried out a study on marketing effectiveness and business performance in Nigeria. They measured marketing effectiveness using corporate competitive, customers and exogenous factors. Boris, Donald and Schnider (2005), measured marketing effectiveness using two components: adoption of the marketing concept and the implementation of the concept. Kotler (1977) stated the following as measures of marketing effectiveness they are customer philosophy, adequate marketing information and strategic orientation.

Customer Philosophy

Customer philosophy according to Zhou and Goa (2005) is the external center of attention of the organization on the consumer needs and wants and how to monitor the satisfaction of consumer by carrying out consumers surveys. Some managers are product oriented (make good product and sell), some managers are technology oriented (get latest technologies and are not interested in the size or customers wants) some are sales oriented (get sufficient sales effort and anything can be sold). An organization is on its way to effective marketing when it begins with the consumer when designing its structure, plans and control. Customer philosophy is an idea in marketing which focuses on not just producing the product and selling it to make profits but deliver value to the customer and keep the customer satisfied. Any company will try to increase profits by cutting costs but in the long run, the customer satisfaction is important for sustained growth. The orientation here is such that the service and value offered to the customer should be higher than the cost incurred by the customer in purchasing the product or using the service. The philosophy is about delivering value to the customer, keeping the promises to the customer and keeping the customer happy while making profit.

Adequate Marketing Information

Studies have shown that businesses that fail have not obtain and acted upon market information in regards to their product or service (Appiah & Singh, 2001). Organization without adequate marketing information will not be able to take adequate business decision (Awokemi, 2005). Thus, executives of the organization need sufficient information to plan and allocate resources correctly to diverse markets (Zhou, 2005). The task of information in decision in marketing cannot be challenge bearing in mind that marketing success of the organization depends on the availability and the accuracy of marketing information. According to Ahmed and Rafiq (2003) marketing encompass all operations (market research, product selection and design, advertising, pricing) from moving goods and services from point of production to the ultimate users.

Adequate marketing information according to Drucker (1986) is to know and understand the customer so well that the product or services rendered will be key to marketing decisions. Adequate marketing information can also be seen as a permanent arrangement for provision of regular availability of relevant reliable, adequate and timely information for making marketing decisions. Information is a life blood of business. Quality of decisions depends on the right type of information. The right information implies the right quality, the right quantity and the right turning of information. Circulation of needed information is as important as the circulation of blood in human being. Adequate marketing information keeps the organization actively functioning alive and connected with internal and external marketing participates. It is a valuable asset for a firm as it is a base to manage other valuable assets. The firm that fails to manage information will definitely fail to attain goals.

Strategic Orientation

Strategic orientation is a definite way to build up strategies based on the analysis of strength, weaknesses, opportunities and threats. It generates a number of rational alternatives and provides a prioritization. Strategic orientation combines internal analysis of a project (strength and weaknesses) with an external analysis (opportunities and threats) to arrive at strategic options from which a choice can be made (Awokemi, 2005). Therefore, in order to have a sound SWOT analysis of internal and external resources and the functions of the organization, the environment needs to be scanned and the institutional setting needs to be analyzed. Strategic orientation is never isolated from any aspect of the organization. It links the customer, competitor and the product approaches together to define as environment of operation of the company. Strategic orientation states the long-term way that an organization intends to thrive. Strategic orientation can be seen as a multi-dimensional construct that captures an organization, its relative emphasis in understanding and managing the environment forces acting on it (Gatignon & Verebs, 1997).

Internal Marketing and Marketing Effectiveness

Internal marketing is vital in increasing organization that is marketing oriented. In application, internal marketing is concerned above all with communicating, increasing responsiveness, responsibility and of purpose. It intend at developing internal and external customer consciousness. According to Ahmed and Rafiq (2005) internal marketing influences the effectiveness of marketing and external marketing programmes. Marketing effectiveness could be as the power of capacity needed in order to deliver a required result. In other words effectiveness includes the motion of success, as being effective indicates the completion of the outcomes that has been arranged.

Employee Job Satisfaction and Marketing Effectiveness

Rafiq and Ahmed (2000) posited that when employees needs are met it motivates them and make them to remain in the organization and as a result increase their satisfaction and in doing so increase marketing effectiveness and thus increase the possibility of generating external customer satisfaction and loyalty. Satisfaction suggested a more reciprocal relationship with marketing effectiveness (Awokemi, 2005). In general employees that are satisfied are likely to be more customers oriented and thus deliver better customer service (Ahmed & Rafia, 2003).

The relationship between job satisfaction and customer philosophy study has been carried out by several authors (Ahiazu, 2008). The findings showed higher levels of job satisfaction leads to higher degree of customer philosophy. On the other hand, Benjamin (2003) connects job satisfaction to supervision, adequate marketing information and physical work conditions. Also concluded that the quality of leaders member shows exchange mediated positive relationship between a strategic orientation and job performance, he found out that strategic orientation strongly relates with employees job satisfaction and organizational commitment.

Customer Orientation and Marketing Effectiveness

In this competitive cycle organization have no choice but to pay attention and commitment to customer satisfaction and profound attention to their demands, and desires and should always see customers as key to marketing effectiveness (Edalatifard, 2010).

Relationship between customer orientation and adequate marketing information is through the automation of collection, filling processing and discussion of consistently correct marketing information, a company is able to make the right decisions and to intensify its effort to be oriented towards customer special features.

Customer orientation is related to strategic orientation as the key determinant of strategic direction and focuses on creating value to the customer (Tutar, 2015). The strategic approach is characterized by two of diagnosis. One is the personal level, which is connected between the employees and the customers centric, business culture, which is necessary to guide increasingly competitive processes to achieve market effectiveness therefore at this level it gives the workers the ability to help the customers and the quality of the relationship between the workers and the customers (Rapp, 2012). Frambach (2016) consider customer orientation as the heart of strategic orientation that reflects the best concept and essence of modern marketing. According to Appiah and Singh (1998) customer orientation is a concept that focuses within the organizational culture by bringing adequate marketing information about the needs of customers that are in line with the set of values and the belief that improve the customers' position in the organization.

3. METHODOLOGY

This study adopted a quasi-experimental design and investigates the relationship between internal marketing and marketing effectiveness in banks in Port Harcourt. The population of this study consists of the twenty one (21) banks in Port Harcourt on a sample element of six (6) respondents which was simple randomly selected from each bank (tellers, customer services relations, cashiers, security officers, administrative officers and marketing officers) which gives us one hundred and twenty six (126) respondents. One hundred and twenty six copies of questionnaire were distributed, 90 copies were accurately filled and retrieved from the various respondents and used for the analysis. The bivariate hypotheses were tested using the Spearman's rank order correlation coefficient.

4. ANALYSIS AND RESULT

4.1 Test of Hypothesis One

There is no significant relationship between Employee Job Satisfaction and Customer Philosophy

Table 1: Extent of association between Employee Job Satisfaction and Customer Philosophy

		Employee Job Satisfaction	Customer Philosophy
Employee Job Satisfaction	Correlation Coefficient	1.000	0.679
	Sign (2-tailed)	.	000
	N	90	90
Spearman's rho Customer philosophy	Correlation Coefficient	0.679	1.000
	Sig. (2-tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.679. This positive large value of r_s = (0.679) means that there is a strong and positive relationship between employee job satisfaction and customer philosophy.

4.2 Test of Hypothesis Two

There is no significant relationship between Employee Job Satisfaction and Adequate Marketing Information

Table 2: Extent of association between Employee Job Satisfaction and Adequate Marketing Information

		Employee Job Satisfaction	Adequate Marketing Information
	Correlation Coefficient	1.000	0.931
Employee Job Satisfaction	Sign (2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	0.931	1.000
Adequate Marketing Information	Sig. (2-tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.931. This positive value of r_s= (0.931) means that there is a very strong and positive rank correlation between employee job satisfaction and adequate marketing information. As a result of the positive value of r_s, direction is said to be the same. That is, as employee job satisfaction (x) increases, adequate marketing information (y) also increases.

4.3 Test of Hypothesis Three

There is no significant relationship between Employee Job Satisfaction and Strategic Orientation.

Table 4.3: Extent of association between Employee Job Satisfaction and Strategic Orientation

		Employee Job Satisfaction	Strategic Orientation.
	Correlation Coefficient	1.000	- 0.773
Employee Job Satisfaction	(2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	-0.773	1.000
Strategic Orientation.	Sig. (2-tailed)	000	
	N	90	90

Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is -0.773. This negative value of r_s= (-0.773) means that there is a strong and negative rank correlation between employee job satisfaction (x) and strategic orientation (y). That is, as employee job satisfaction (x) increases, strategic orientation (y) decreases.

4.4 Test of Hypothesis Four
There is no significant relationship between Customer Orientation and Customer Philosophy
Table 4.4: Extent of association between Customer Orientation and Customer Philosophy

		Customer Orientation	Customer Philosophy
	Correlation Coefficient	1.000	0.881
Customer Orientation	Sig (2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	0.881	1.000
Customer Philosophy	Sig. (2–tailed)	000	
	N	90	90

Correlation is significant at the 0.05 level (2-taiied).
Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.881. This positive value of r_s= (0.881) means that there is a very strong positive rank correlation between customer orientation (x) and customer philosophy (y). As a result of the positive value of r_s, direction is said to be the same. That is, as customer orientation (x) increases, customer philosophy (y) also increases.

4.5 Test of Hypotheses Five
There is no significant relationship between Customer Orientation and Adequate Marketing Information

Table 4.5: Extent of association between Customer Orientation and Adequate Marketing Information

		Customer Orientation	Adequate Marketing Information
	Correlation Coefficient	1.000	0.890
Customer Orientation	Sig (2-tailed)	.	000
	N	90	90
Spearman's rho	Correlation Coefficient	0.890	1.000
Adequate Marketing	Sig. (2-tailed)	000	
Information	N	90	90

Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.890, this positive value of r_s= (0.890) means that there is a strong positive rank correlation between customer orientation and adequate marketing information. As a result of the positive value of r, direction is said to be the same. That is, as customer orientation increases, adequate marketing information also increases.

4.6 Test of Hypotheses Six

There is no significant relationship between Customer Orientation and Strategic Orientation

Table 4.6: Extent of association between Customer Orientation and Strategic Orientation

		Customer Orientation	Strategic Orientation
Customer Orientation	Correlation Coefficient	1.000	0.871
	Sig (2-tailed)	.	000
	N	90	90
Spearman's rho Strategic Orientation	Correlation Coefficient	0.871	1.000
	Sig. (2–tailed)	000	
	N	90	90

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

Source: Field Survey Data, 2021, SPSS Output version 22.0

From the SPSS output window, the correlation coefficient of variables rank x and rank y is 0.871. This positive value of r_s = (0.871) means that there is a very strong positive rank correlation between customer orientation and strategic orientation. As a result of the positive value of r, direction is said to be the same. That is, as customer orientation increases, strategic orientation also increases.

5. DISCUSSION OF FINDINGS

Employee Job Satisfaction and Marketing Effectiveness

The finding of this study suggested a strong and positive relationship between employee job satisfaction and customer philosophy. This corroborate with previous study like the study of Webster (1995). He carried out a study on the relationship between employee job satisfaction and customer philosophy. Their findings showed that when employee job satisfaction level is high, it encourages them to have higher customer philosophy. Also when internal marketing is practice effectively in the banks it leads to effective marketing and external marketing (Tiny, 2019).

According to Zikmund (2004) when employees needs are fulfilled it motivates and encourage them to remain in the organization and thereby leads to higher marketing effectiveness and also possible external customer satisfaction and loyalty. The result of Pangyraky and Chatsipanagiotou (2004) findings corroborate with this study finding. This study finding suggests a very strong and positive relationship between employee job satisfaction and adequate marketing information. Also, Yukseler (1997) concluded that the leader member quality of exchange relates positively between strategic orientation and leader rated job performance and satisfaction of the job.

Furthermore, Papsolomon (2002) found that strategic orientation strongly relates with employees' job attitudes. This does not support the study finding. The study finding suggests a strong and negative relationship between employee job satisfaction and adequate strategic orientation.

Customer Orientation and Marketing Effectiveness

The result of this study showed that customer orientation is associated with marketing effectiveness in banking industry in Port Harcourt. This discovery is based on the fact that the test result indicated that customer orientation has a strong and positive association with the measures of marketing effectiveness such as customer philosophy, adequate marketing information and strategic orientation, which showed values of r (0.881, 0.890 and 0.871) respectively. This explains the fact that customers are needed for effective marketing to take place. Customer information of the bank is made known to other departments and all departments are concerned in business plan and strategic preparation for effective marketing. The result from this study showed correlation with the works of some scholars such as Kohli and Jaworski (1990) and Shapiro (1988) in which they agreed to the fact that customer orientation has a strong positive relationship with measures of marketing effectiveness.

6. CONCLUSION AND RECOMMENDATIONS

This study examined the relationship between internal marketing and marketing effectiveness in banking industry in Port Harcourt. Based on the result of the findings the study concludes that there is a strong and positive relationship between employee job satisfaction and adequate marketing information, a moderate and negative relationship with customer philosophy and a strong and negative relationship with adequate strategic orientation. Also, customer orientation relate strongly and positively with customer philosophy, adequate marketing information and strategic orientation. Based on the findings and conclusion, the study recommends that banking industry in Port Harcourt should ensure that their services are improved; equipment, facilities and communication materials are also improved. Banks should ensure employees are evaluated regularly to ensure if they take pleasure in their job and sees their job as satisfying and marketing information of the bank should be made known to other departments and also improve on their customer services to avoid customer complain

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External Actors, Integration and Supply Chain Performance of Bottle Water Manufacturing Firms in Rivers State of Nigeria

Ikegwuru Mac-Kingsley (PhD)
Department of Marketing, Rivers State University, Port Harcourt, Nigeria | Email: bestvaluecrest@gmail.com

Abstract: *This study focused on external actors' integration and supply chain performance of bottle water manufacturing firms in Rivers State of Nigeria. A causal design research model was initiated to handle two (2) hypotheses raised for the study. The population of the study was 79 bottle water manufacturing firms in Rivers State and the Taro Yemen's formula was used to obtain 47 firms out of the population. The simple random sampling technique was adopted to select five (5) respondents per firm to arrive at 235 respondents. A 5-point likert-scale questionnaire was administered to respondents, of which 200 copies of the questionnaire were returned, obtaining an 85 percent response rate. The study espoused the simple regression and analysis of variance arrangements to institute that external actors' integration has a very strong, positive and significant influence on order fulfillment and a strong, positive and significant influence on delivery precision. The study concludes that, external actors' integration positively and significantly influences supply chain performance of bottle water manufacturing firms in Rivers State of Nigeria and recommends that management of bottle water manufacturing firms should be proficient in packaging external actors' integration to relate realistically with order fulfillment and delivery precision to magnetize supply chain performance in their organizations.*

Keywords: *Delivery precision, External actors' integration, order fulfillment, Supply chain performance*

INTRODUCTION

Supply chain partners tend to possess different and conflicting interests and objectives (Wang & Chan, 2010). Therefore, long term relationship cannot be attained unless the supply chain actors feel that there is mutual understanding in the relationship (Zhang & Huo, 2013). Reciprocated consideration is a necessary condition for the workability of relationship among actors in supply chain. Supply chain actors who attain mutual understanding will have a higher degree of satisfaction with their relationship and will dedicate resources to ensure its continuity (Nyaga *et al.*, 2010). Mutual understanding and the willingness to sustain the relationship becomes essential in order for companies to be integrated in their supply chains (Flynn *et al.*, 2010). Hence, mutual understanding and long-term relationships are essential components of successful supply chain integration (Chen *et al.*, 2009), which will eventually metamorphous into a successful competitive advantage for firms.

A number of studies revealed a positive relation between external actors' integration and organizational performance (e.g. Stank, *et al.*, 2001). Stank *et al.*, (2001) revealed that customer integration positively influenced firm performance. Frohlick and Westbrook (2001) describing the "arcs of integration" introduced five classifications for the manufacturer's degree of downstream and upstream integration in the supply chain. They revealed that the greater the degree of integration with the downstream customer and upstream suppliers, the better is the performance improvement. Frohlick and West brook (2001:185) state that "the most successful manufacturers appears to be those that have carefully linked their internal processes to external suppliers and customers in unique supply chains" Schoenher and Sink (2012), revisiting Frohlick and Westbook study also stressed the importance of integrating with suppliers and customers for enhanced operational performance. Nevertheless, the study of Schoenherr and Swink (2012) suggested that future research on integrating requires the introduction of empirical evidence in other contexts.

In the supplier-facing component of integration, a number of studies have found a positive association between supplier integration and operational performance (Petersen *et al.,* 2005; Devaraj *et al.,* 2007). However, others have reported no direct association between supplier integration and operational performance (Stank *et al.*, 2001; Flynn *et al.* 2010) or supplier integration and business performance (Flynn *et al.*, 2010), and yet others find a negative association (e.g., Stank *et al.*, 2001; Swink *et al.,* 2007) between supplier integration and operational performance. Although failing to uncover direct effects, Flynn *et al.* (2010), for instance, find that the interaction between the external dimensions of integration is associated with operational performance. As for business performance, similar to customer integration, the few existing studies focusing on this aspect have not found a direct positive association between supplier integration and business performance (Flynn *et al.*, 2010) or between integration intensity and business performance (Rosenzweig *et al.*, 2003). This study adds to the existing stock of literature by investigating external actors' integration and supply chain performance of bottle water manufacturing firms in Rivers State of Nigeria.

LITERATURE REVIEW AND HYPOTHESES

External Integration

As supply chain integration involves coordination and collaboration between trading partners, companies need to demonstrate willingness to continue to integrate with their supply chain partners (Zhao *et al.,* 2011). Long-term relationships with both customers and supplier are important to external integration between trading partners (Zhao *et al.,* 2011). The ability of supply chain partners to demonstrate willingness to share information is a resource that can lead to a sustainable competitive advantage (Fawcett *et al.*, 2009). When mutual understanding is present in a supply chain relationship, it can be viewed as a scarce resource which is according to Resource-Based View theory can generate a competitive advantage (Zhao *et al.*, 2011). Hence, success in supply chain operations starts with a complete reciprocal understanding that will produce superior value and satisfaction for members.

The Concept of Supply Chain Performance

Performance is a deposit of metrics employed to reckon the good organization and value of supply chain progressions and relationships, across several organizational tasks and numerous firms and facilitating supply chain assemblage (Maestrini, Luzzini, Maccarrone & Caniato, 2017). Beforehand, performance was measured by cost, but with the passage of time more financial indicator like return on asset, return on investment, sale and etc were added. (Anand & Grover, 2015). Financial indicators were seen not to be enough to measure overall and accurate performance, consequently, with the intent of balance scorecard approach, some operational indicators were added (Attia, 2015 Shahbaz, Rasi, Zulfakar, Bin &Asad, 2018). The aim of every organization is to enhance performance, but for improvement, they have to measure it accurately first (Gunasekaran & Kobu, 2007). This is because improvement of performance in a supply chain is a perpetual process that have need of a meticulous performance measurement system (Ikegwuru & Harcourt, 2018). This study adopts order fulfillment and delivery precision as the measures of supply chain performance

Order Fulfillment

Building products to customer order enhances the link between manufacturing operations and customer needs (Alptekinoglu & Corbett, 2010). At the same time, it presents challenges related to product design, production planning, inventory control, product allocation mix, and service levels (Cettani *etal.*, 2010). In a traditional mass production context, products are manufactured to stock based on either manufacturer or dealer forecasts of anticipated sales (Olhager & Ostlund, 1990). The order information included the terms of order fulfillment (BTO or BTF), as well as the sales incentives provided to dealers to help sell specific products. Lawson, Pil and Holweg (2017) suggest that firm's face concrete trade- offs: they reduce available variety or increase stock headings to meet service delivery time alternatively; they can produce to customer order. Thus, there is either an emphasis on cost reduction, or on value creation for the customer Alptekinoglu and Corbett (2010) use a dynamic programming approach to model the optimal product portfolio for integrated product variety, delivery lead time, and pricing decisions. Lambert (2004) defines order fulfillment as the supply chain process that involves more than just filling orders. According to Misra and Sharan (2014), order fulfillment in values: number of order delivered in full delivery on customer commit date and accurate documentation and perfect condition of the number of order delivered in full is considered perfect if the products ordered are the products provided and the quantities ordered matched the quantities provided (% in full). Delivery on customer commits date entails that a delivery is measured perfect if the location, specified customer entity and delivery time ordered is met upon receipt. Accurate documentation supporting the order line is considered perfect.

Delivery Precision

Delivery dependability is the ability to exactly meet quoted and anticipated delivery dates and quantities (Leong, Snyder & Ward, 1990). Lu and Ramamurthy (2011) state that to attain agility, firms need to develop a greater firm-wide capability to efficiently manage their IT resource. As stated by Liu *et al*. (2011) and Huo (2012), the impact of supply chain integration on delivery precision is associated with internal capabilities, thus supporting the need for consistency between external and internal process. A firm's ability to identify, assimilate and exploit external knowledge to commercial ends is referred to as absorptive capacity and has a mediating effect on information system integration and delivery performance (Lu & Ramamurthy, 2011). In this study, delivery precision is the criterion variable predicted by supply chain external integration, asserting that increase or decrease in delivery will affect performance.

Empirical Review

Mofokeng and Chinomona (2019) examined the influence of partnership, collaboration and integration on supply chain performance, particularly within the small and medium enterprise (SME) sector by means of 700 SMEs operating in Gauteng, South Africa. Gauteng. A structural equation modeling (SEM), anchored on SmartPLS statistical software was assumed to look at the study's data. The findings exposed that partnership; collaboration and integration have positive influence on supply chain performance.

Mose (2015) evaluated the impact of supply chain integration strategies on performance of pork processing industry in Rwanda by means of a quantitative research design. The target population was the 52 employees of German butchery in Kigali, and questionnaires that were used to assemble information on internal integration, supplier integration, customer integration and performance of the firms, were disseminated through drop and pick technique to steer clear of troubling the respondents for the duration of working hours. Data collected was edited and analyzed with the Pearson Correlation analysis using the statistical package for social science (SPSS). The results specified that there was a positive and significant correlation between internal integration, supplier integration, customer integration and performance of the firm.

Fredricksson (2011) examined how the production outsourcing transition from making to buying a product affects material supply. The broad aim of the study is to figure out how to guarantee constant and quick-witted material supply during the intact outsourcing process. Data were based on case studies which were predominantly drawn together through interviews with staff operating in the outsourcing companies. The study reveals that to guarantee materials supply, the entire outsourcing process has to be in spotlight i.e., from before physical transfer where the decision to outsource is made in anticipation of a stable situation is arrived at with an uninterrupted supply from the new source.

Prajogo and Olhager (2009) investigated the integration of both information and materials between supply chain partners using a data set from 232 Australian firms. The study demonstrated that logistics integration has a significant outcome on operations performance. Information technology capabilities and information sharing both have significant outcomes on logistics integration. Besides, strategic supplier relationships have both direct and indirect effects on the operational performance of the firm; with the indirect effect through information integration and logistics integration.

Based on the review of literature, the following conceptual framework was constructed:

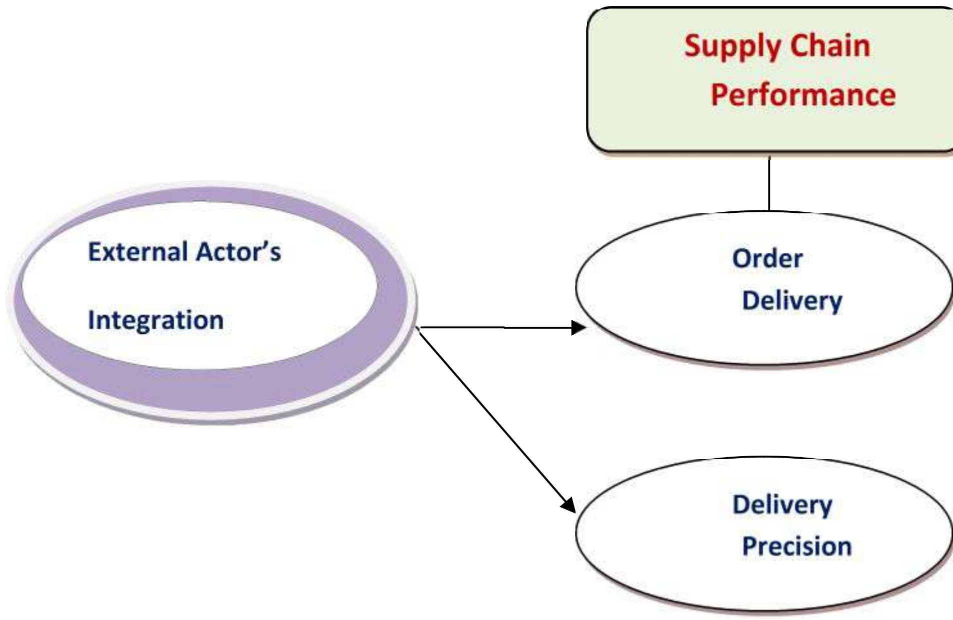

Figure 1: Conceptual Framework of External Actors' Integration and Supply Chain Performance

Sources: Adopted from Schoenherr and Swink (2012). Flynn, Huo and Zhao (2010).

Based on the review of literature, the following hypotheses were raised:

Ho_1: External actors' integration does not significantly influence order delivery of bottle water manufacturing firms in Rivers State of Nigeria.

Ho_2: External actors' integration does not significantly influence delivery precision of bottle water manufacturing firms in Rivers State of Nigeria.

RESEARCH METHODOLOGY

A causal outline research model was engaged for the study and the population consists of 79 bottle water manufacturing firms in Rivers State. The Taro Yemen's formula was used to sample 47 firms out of the population; while the simple random sampling procedure was adopted t select five (5) respondents per firm to arrive at 235 respondents. A 5-point likert-scale questionnaire was administered to the respondents made up of Quality managers, Production managers, Marketing managers, Logistics managers and supervisors, of which 200 copies of the questionnaire were returned, attaining 85 percent response rate. Data analysis was with the simple regression analysis and analysis of variance (ANOVA), with SPSS version 22 providing support.

RESULTS

Effect of External Actors' Integration on Order Fulfillment

Table 1: Effect of External Actors' Integration on Order Fulfillment (N=200)

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.983	.963	.963	2.6751

a. Predictors: (Constant), External actors' integration

b. Dependent Variable: order fulfillment

The sum of order fulfillment was regressed with the sum of external actors' integration. The value of R is 0.983. The R^2value of 0.963% represents the correlation between external actors' integration and order fulfillment. It signifies a very strong correlation between external actors' integration and order fulfillment. This means that 96% of the change in order fulfillment is spelt out by the independent variable. It shows that external actors' integration makes a contribution of 96% to every change in order fulfillment, while 4% of the changes are not spelt out. Since for hypothesis one, the significant is .000 which is less than 0.05; there is a significant, influence of external actors' integration on order fulfillment.

Table 2: One way ANOVA for the difference in mean between External Actors' Integration and Order Fulfilment (N=200)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.63	1	0.63	233.264	.0000
With in Groups	002	199	000		
Total	0.66	200			

a. dependent variable: order fulfilment

b. Predictor: External actors' integration

The suitability of the model can also be made lucid by the value 233.264 (F-ratio), at $p < 0.05$. This implies that there is proof to extrapolate that external actors' integration is linearly related to order fulfillment. This establishes that the model is considered to be fit and that external actors' integration has wide-ranging influence on order fulfillment.

Effect of External Actors' Integration on Delivery Precision

Table 3: Effect of External Materials Integration on Delivery Precision (N=200)

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.776	.603	.553	.08878

a. Predictors: (Constant), External actors' integration

b. Dependent Variable: delivery precision

The sum of delivery precision was regressed with the sum of external actors' integration. The value of R is 0.776. The R^2 value of 0.603 represents the correlation between external actors' integration and delivery precision. It characterizes a strong correlation between external actors' integration and delivery precision. This means that 60.3% of the change in delivery precision is spelt out by the independent variable. It shows that external actors 'integration makes a contribution of 60.3% to every change in delivery precision, while 39.7% of the changes are not spelt out. Since for hypothesis two, the significant is .000 which is less than 0.05; there is a significant, influence of external actors' integration on delivery precision.

Table 4: One way ANOVA for the difference in mean between External Actors' Integration and Delivery Precision (N=200)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.096	1	0.96	12.146	.0000
With in Groups	.063	199	000		
Total	.159	200			

a. dependent variable: delivery precision

b. Predictor: External actors' integration

The satisfactoriness of the model can also be made clear by the value 12.146 (F-ratio), at $p < 0.05$. This implies that there is proof to extrapolate that external materials integration is linearly related to order delivery precision. This establishes that the model is considered to be fit and that external actors' integration has wide-ranging influence on delivery precision.

Discussions of Findings

On the sum total, external actors' integration is a significant dynamic that affects supply chain performance. External actors' integration is remarkable as indicator that contributes to supply chain performance, as it has significant influence on supply chain performance through order fulfillment and delivery precision.

The first and second hypotheses designate that, there was no significant influence of external actors' integration on order fulfillment and delivery precision. The result bears out a significant influence of external actors' integration on order fulfillment and delivery precision. If businesses show signs of sound appreciation of the predictive effect of external actors' integration on order fulfillment delivery precision, they will unquestionably realize optimal supply chain performance. Therefore, appreciating of the positive influence of external material integration on order fulfillment and delivery precision should be unfalteringly epitomized and echoed upon by all concerned participants in the bottle water manufacturing industry.

The study's finding is in line with Fredricksson (2011) who found that materials supply in the whole outsourcing process is focused before physical transfer where the resolution to outsource is made until a steady state is arrived at with a continuous supply from the new source. Our finding is also in line with Prajogo and Olhager (2009) findings that external material integration has both direct and indirect effects on the operational performance of the firm.

Conclusion and Recommendation

This work focused on investigating the influence of external actors' integration on supply chain performance in bottle water manufacturing firms in Rivers State of Nigeria. It is obvious from the result of the study that an enclosed influence of external actors' integration on supply chain performance exists, hence the study's analysis results shows evidence that external actors' integration as defined by the current study have the latent to envisage supply chain performance. The study therefore, concludes that the external actors' integration significantly influences supply chain performance in bottle water manufacturing firms in Rivers State of Nigeria, and recommends that, management of bottle water manufacturing firms should be proficient in packaging external actors' integration to relate realistically with order fulfillment and delivery precision to magnetize supply chain performance.

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About the Author

Dr. Ikegwuru, Mac-Kingsley is a Lecturer in the Department of Marketing, Rivers State University, Port Harcourt, Nigeria. He currently conducts research on brand, marketing modeling, supply chain and warehousing with a heavy bias on the use of innovative technologies. He has authored or co-authored several articles in referred Journals. Dr. Ikegwuru, Mac-kingsley can be contacted at bestvaluecrest@gmail.com.

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Marketing Intelligence and Performance of Nigeria Police Force (NPF) in South-South Nigeria

Kpunee, Henry N., Ikaba, Yirakpoa V. PhD, & Wali, Kemkama
Department of Marketing, School of Management Sciences, Kenule Beeson Saro-Wiwa Polytechnic, Bori, Nigeria

Abstract: *This study aimed to ascertain the effect of marketing intelligence on performance of Nigeria police in South-South, Nigeria. The study adopted a cross-sectional survey design of the quasi experimental research. Out of a total of three hundred and ninety-seven (397) copies of questionnaires distributed, three hundred and forty-two (342) copies were fit for analysis. The Multiple Regression Statistical tool was adopted with the aid of Statistical Package for Social Sciences (SPSS version 21.0). The findings reveal that marketing intelligence significantly relates with police performance, thus enhancing operational flexibility and pro-activeness. Based on the findings, the study recommends that the police authority should regularly share intelligence with sister security agencies for effective policing and continually collect, analyse and store information as well as make same available for easy access and speedy decision making.*

Keywords: *Marketing Intelligence, Police Performance, Internal Records, Marketplace Opportunity, Operational Flexibility, Pro-Activeness, public collaboration.*

1. Introduction

Globally, the primary responsibility of government is the protection of lives and properties. To achieve this important goal, the establishment of the police institution becomes an absolute necessity. The police are a constituted body of persons empowered by the state with the aim to enforce law, ensure safety of citizens and to prevent crime and civil disorder. Their lawful powers include the use of force legitimized by the state via the monopoly of violence (Wikipedia.org/police). Other than the traditional task of pursuing, arresting and charging criminals, preventing crime from occurring and dealing with traffic related offenses and accidents, police are also further expected to resolve various conflicts in their communities, reduce or prevent social disorder and maintain community relations (Coleman, 2012). These functions are known as policing. Policing is the role played by the police in protecting the well-being of the citizenry in a given country. According to Alemika (1995), policing involves coercive or ideological regimentation of social life through activities of the police and sundry state intelligence and security forces and through other measures aimed at deducing and suppressing behaviors that threatens the prevailing social order.

There is no single measure that will be relatively close to measuring the performance of everything the police does but in his opinion (Pandey 2012) describe police performance as the quality of response to intervene in terms of values of justice, due process, diligence, best practices and respect for life and properties of all citizens while (Maguire 2003) says police performance is the effective delivery of basic services of crime control and maintaining order while treating individuals fairly and within the bounds of the law.

Policing in Nigeria dates back to the colonial era. The force has evolved over the years into a 36 states command structure and the federal capital territory. Each of the 36 states and the federal capital territory is placed under the command of a commissioner of police who reports to the Inspector General (IG).

On the other hand, modern organizations operate under high rapid environmental changes on a global, regional and local level risk which create opportunities for some and threats to the others. Organizations that do not prepare themselves and adapt to environmental changes will be exposed to an imminent danger. An apparatus which help organizations to reach a suitable place in today's volatile business environment is the use of marketing intelligence. Marketing intelligence is the systematic collection and analysis of publicly available information about consumer's, competitors and developments in the market place (Kotler & Armstrong, 2013). Marketing intelligence is the ability to fully understand, analyze and assess the internal and external environment related to a company's customers, competitors, market and industry to enhance the tactical and strategic decision-making process. The marketing intelligence system is a set of procedures and sources used to obtain every day information about pertinent developments in the marketing environment (Kotler, 2002). This system allow, collects, store, access and analyze organizational data in order to assist decision making (Aaker, Kumar & Leone, 2011). Hence, this system becomes very important to the police force in Nigeria to enable them assess the external environment for effective delivery of basic services of crime control and maintenance of law and order.

The crime rate in Nigeria has experienced a steady rise despite effort by government at various levels to tame the tide. The Nigeria Police (NPF) as the institution saddled with the responsibility of tackling internal security and maintain law and order fall short of optimal performance standards which is glaringly manifested in unresolved cases of assassinations, kidnappings, armed robberies, murder and most recently cult related violence that has left most of our communities desolate. The failure of the police to apprehend perpetrators of these heinous crimes has reinforced the belief of critics who describe the police as corrupt, inept and inefficient. Rather than protect citizens and their properties, the police constitute themselves a threat as they operate recklessly of their powers. They are brutish and in some cases their brutality results in extrajudicial killings and injuries to the innocent citizens they are statutorily established to protect. Most citizens are unwilling to corporate and volunteer useful information that can assist the police unravel criminal activities due to lack of trust and confidence. Therefore, this study specifically intends to achieve the following:

(i) To determine the relationship between internal records and operational flexibility of Nigeria police in south – south, Nigeria.
(ii) To determine the relationship between internal records and pro-activeness of Nigeria police in south – south, Nigeria.
(iii) To determine the relationship between market place opportunity and operational flexibility of Nigeria police in south – south, Nigeria.

(iv) To determine the relationship between market place opportunity and pro-activeness of Nigeria police in south – south, Nigeria.
(v) To determine the moderating effect of public collaboration on performance of Nigeria police in south – south, Nigeria.

It is hoped that the outcome of this study will help to recreate and reposition the police force for effective performance in south-south Nigeria.

2. Literature Review

2.1 Concept of Marketing Intelligence

The term marketing intelligence was first coined over 50 years ago by Kelly (1968), marketing professor at Wharton school in order to designate a new discipline characterized by the collection of any piece of information that might have some relevance to the company with the centralization of this activity into just one information system. Marketing intelligence as explained by Igbaekemen (2014) is everyday information about development in the market environment that helps managers prepare and adjust marketing plans. The marketing intelligence system determines the intelligence needed and collecting same by searching the environment and deliver to marketing managers who needs it. Hutt and Spel (1989) describe marketing intelligence as a system to capture the information needed for decision making in marketing. The fundamental purpose of marketing intelligence is to help marketing managers make the decisions they face every day in their various responsibilities. Huster (2005) define marketing intelligence as the ability to understand, analyze and evaluate data from internal and external environment related to the organization customers, competitors and markets for companies to improve her tactical and strategic decision process and the integration of competitive intelligence, marketing research, marketing analysis and analysis of business and financial information.

Although market research focus on response to specific information need or set of needs, intelligence is indicated as a continuous process of developing a holistic view of the operating environment, including competitors, customers and markets. An intelligence process effectively contributes to the knowledge base of the organization and leads to a cumulative organizational learning (Guarda, Santos, Pinto, Silva & Loureno, 2012). Furthermore, marketing intelligence serves quadruplet purposes, i.e. assesses and tracks competitors, identifies potential opportunities and threats, supports strategic planning and enhances strategic decision making (Caudron, 1994) leaving organization with improved performance and gaining competitive advantage over rivals. Thus, Kohli and Jaworski (1990) states that marketing intelligence and the ability to respond to the environment are critical elements in market orientation crucial for improving business performance. Wesley and Levinthal (1990) highlighted the significance of utilizing information for competitive advantage and argued that new information flows greatly enhance an organizations ability to exploit both internal and external linkages. Hence, internal records and market place opportunities become inevitable when discussing marketing intelligence and police performance. Every organization, public or private need to document it’s activities and this can only be done by creating records. Records display and confirm decisions taken, actions executed and results of such actions. Kotler (1998) describe internal records as the most important indicators of marketing performance as they derive their value from actual sales invoices.

In the context of the police, records are information created, received and maintained by the police authority as evidence of crime history (Dadds & Scheide, 2000). Mcquire (2003) describe police records as official files held by the police containing details of any criminal offences committed by an individual or group of persons. The use of timely and accurate localized records to drive law enforcement operations towards more efficient and effective resource deployment is the benchmark for 21st century policing (Ratcliffe, 2003).

Hales (2019) says a marketplace opportunity describe the process of synthesizing market research and client data to identify opportunities for growth in a specific market or business area and formulate actionable strategy to realize this growth. In a crime prone environment, scanning the environment provide information about what is happening, what is changing and about what issues require attention on a continuous basis. Collected information after analysis and evaluation according to Tilley (2002) has a strategic purpose as it contributes to creating the “big picture” of the criminal phenomenon that finally allow for adoption of strategic, tactical and operational decisions. He says major changes in the environment induce changes in crime and therefore becomes essential for law enforcement agencies to scan this environment and to look for its evolution in order to be best prepared for emerging crime threats. Riedel and Jarvis (1980) says in a crime prone environment, the philosophy of environmental scanning system is based on the principle of “crime is a business” and thus can be analyzed in much the same way as a business. As such both PESTEL and SWOT analyses can be part of the assessment of Organized Crime Group (OCG). They affirm that for law enforcement officers to combat crime and improve their performance, an efficient and effective environmental scanning system is necessary.

2.2 Police Performance

The concept of performance has evolved and developed a series of definitions that were meant to encompass the widest sense of what is perceived through perception (Ion & Criveanu, 2016). Currently there is no performance independent of targeted objectives. Reaching the objective translate with achieving the performance. Since the objectives of an organization cannot be defined precisely and are more and more numerous, the term performance is more difficult to define as it is a relative measure.

Pandey (2012) defines police performance as the quality of police response to intervene in terms of values of justice, due process diligence, best practices and respect for life, and property of all citizens while Maquire (2003) says police performance is the effective delivery of basic services of crime control and maintaining order while treating individuals fairly and within the bounds of the law. It is important to understand that the measurement of police performance is a complicated task that has multiple dimensions (Maquire, 2003). There is no single measure that is remotely close to measuring the performance of everything the police do. Maslov (2015) says both direct and indirect measures need to be accounted for when attempting to measure police performance. Direct measures of police performance he says include crime rates, number of arrest and fines issued, clearance rates and call for service response time while indirect measures of police performance include surveys, direct observation of social behavior, situational studies and independent testing.

Crime rate is probably the oldest and the most traditional measure of the success of police work (Coleman, 2012). He says the reasoning behind using crime rate as a measure of success is reflective of the common belief that reducing crime is the primary task of the police. Similar to crime rate, the number of arrest and fines issued by the police is also a measure of performance because arresting criminals and enforcing the law by giving out fines for infractions is seen as one of the primary outcome of police work (Maslov, 2015). Using arrest and infractions data as a primary performance measurement for police work can be problematic because uniformity in how police agencies define arrest is lacking (Sherman, 1980).

Clearance rate also stands out as another traditional measure of police performance. Maguire (2003) describe clearance rate as the proportion of crime solved by a police jurisdiction in a given period of time. The problem associated with using clearance rate as a measure of police performance according to Riedel and Jarvis (1999) is that it is prone to definition and measurement error making cross comparisons difficult.

Call for service response time have also been used in the past to evaluate performance of the police. Response time may vary according to the size of the geographic area of community served, resources allocated to policing, location of the closest dispatching situation (Maslov, 2015). Research have shown that it is not the actual response time but the perception of the right response time that matters with regards to citizens' satisfaction (Halry, 1999). Using a customer or citizen as measure of satisfaction with response time is probably a better measure of police performance than using the actual response time (Maguire, 2003).

Maslov (2015) says surveys can be a ready source of indicators that measure police performance. According to him, they may be administered by police division, academics, and public opinion, pooling companies or national institutions. Collecting statistical surveys can be a very powerful tool to collect data that will supplement the traditional measures of police performance (Maguire, 2003).

Legitimacy is another area of origin for perception of police performance. Legitimacy can be seen as a characteristic of a social institution that will either encourage or discourage the public to obey its authority (Tyler & Huo, 2002). When it comes to the police, Skogan and Frydl (2004) point out that the legitimacy of the police may be constructed or damaged by the conduct of the police. When the police lose legitimacy in the eyes of the public, non-compliance with the law and opposition to police authority and even hostility are likely to occur (Maguire & Johnson, 2010).

In spite of these direct and indirect measures of police performance, operational flexibility and pro-activeness of the police become's inevitable for effective performance. The present technological age and changing environment makes flexibility one of the most important factor that service firms have to deal with in their operations. Verdu and Gomezgras (2009) have suggested that organizational flexibility is the main capability that enables companies to face environmental fluctuation as it makes them more responsive to change. Responding to complex environment requires new learning innovation and different ways of doing things. Standard operating procedure have little relevance because the environment calls for exploration, new discoveries and adjustments (Uhl-Bieh, 2007). Most of what occupies police time could be regarded as complex. It is often said that police are the first respondents to a whole range of social issues (Bittner, 1990).

Pro-activeness is the propensity to identify event in advance or an act that facilitates future prospect and needs rather than responding later when the incidents must have been spread out (Moss & Short, 2009). Proactive policing refers to policing strategies that police organizations develop and implement with the intent to prevent and reduce crime (Consensus Study Report, 2017). Proactive policing developed from crises of confidence in policing that began to emerge in the 1960s because of social unrest, rising crime rate and growing skepticism regarding the effectiveness of standard approaches to policing which tended to react to crimes after they have occurred. Ho and Lee (2008) asserts that the success and failure of a police force is centered on their ability to monitor crime suspects closely and pre-empt strategies so as to avert any security breach. Proactive policing focuses greater concern on predicting the future occurrence of crimes in time and place. Weisburd and Meares (2019) says proactive policing relies upon sophisticated computer algorithms to predict changing patterns of future crimes, often promising to be able to identify the exact locations where crimes of specific types are likely to occur next.

Experts expect collaboration to matter in public management. They claim that collaboration is vital for any modern organization to accomplish its performance goals. When it comes to policing, collaboration is given such credence in dealing with the difficult problem encountered in policing the environment that Leonard (2016) assert that “the power of partnership and collaboration is such that even when mistakes are made, “community often triumph”. A growing body of literature suggest that the capacity to collaborate enables organizations to work better with citizens and other agencies to accomplish task and solve complex problems. (Bingham & O’ Leary, 2008; Daley, 2009). Others observe that the ability to collaborate provides practitioners with multiple ways to deal with unstructured problems or difficult problems that cut across academic discipline, policy domain and political/administrative jurisdiction (Robert & David, 2000; Conklin, 2006; Weber & Khademien, 2008). Thus, the consistent theme emanating from both claims and scholarly literature is that collaboration matters not only as a useful problem-solving activity for complex public issues but also as a solution to enhance the performance of organizations. A professional model of policing emerged in the early 1990s (Amadi, 2014). The traditional model was premised primarily on law enforcement and relied on a separation of police from the community to guard against corruption and political influence over police actions. However, police administrators found this model insufficient to handle disturbances caused by large movements of social unrest in the urban cities (Gaines & Kappeler, 2014). To tackle this problem, Leonard (2016) says a new model of policing that focused more on solving policing problems through the synergy created by community relations should be encouraged. This form of policing relied on collaborative efforts between the police and the community to solve community problems to both crime and disorder. It was referred to as either neighborhood-oriented policing, community-oriented policing or simply community policing (Leonard, 2016).

2.3 Conceptual Framework

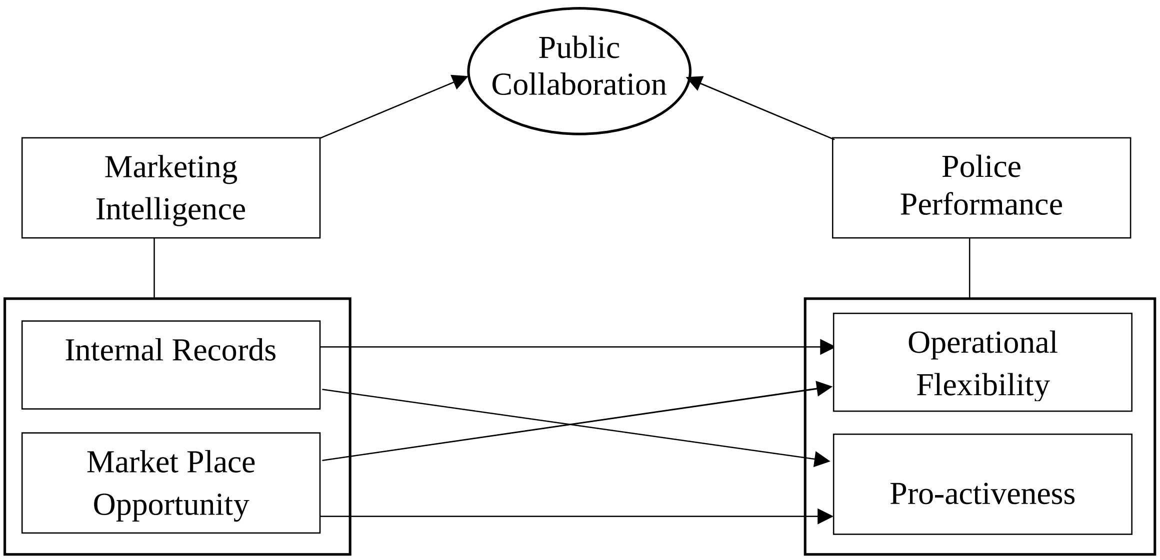

Figure 1: Conceptual Framework of the Relationship between Marketing Intelligence Dimensions and Police Performance Measures with moderating effect of Public Collaboration on Performance.

Source: Researchers' Desk, 2021

3. Methodology

The study adopted a cross sectional survey design of the quasi-experimental research because it allows for the collection of unbiased data from the study targets and describe the association between the variables. The target population comprises of the entire officers and men of Nigeria police force (NPF) domiciled in south-south Nigeria. Available data on the force official website indicates that the region has 52,579 officers and men. Taro Yamen formula was employed to determine the sample size of 397. Primary data were used for the study and were generated using a research questionnaire. Multiple regression was used to test the relationship among variables through the help of statistical package for social science (SPSS) version 21.0 while partial correlation analysis was used to test for the moderating effect of public collaboration on the predictor and criterion variables.

4. Results

Using purposive sampling technique, three hundred and ninety-seven (397) copies of questionnaire were distributed to selected men of Nigeria police in South-South, Nigeria. 342(86.1%) copies were accurately filled while the remaining 55(13.9%) contained certain inconsistencies, and thus not valid for analysis. Therefore, the analysis was based on 342 accurately filled copies of the questionnaire.

Table 1. Regression Analysis showing the effects of Internal Records and Market Place Opportunity on Operational Flexibility.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849[a]	.721	.675	21.78348

a. Predictors: (Constant), Internal Records, Market Place Opportunity

Coefficients'

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-8.185	7.206		-1.136	.272	-23.388	7.018
	Internal Records	.046	.445	.035	.104	.918	-.892	.985
	Market Place Opportunity	1.122	.414	.909	2.713	.015	.249	1.995

a. Dependent Variable: Operational Flexibility

Regression Model: OF = (0.046IR + 1.122PMPO)-8.185

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64067.957	2	32033.979	67.508	.000[b]
	Residual	8066.843	340	474.520		
	Total	72134.800	342			

a. Dependent Variable: Operational Flexibility
b. Predictors: (Constant), Internal Records, Market Place Opportunity

The result of the multiple regression of the above variables indicated R = 0.849, R^2=0.721 which is equal to 72.1% and this is the explanatory influence of the model used for the study. It means that only 72.1% variation can be explained by factors within the model used for the study and the remaining 27.9% can only be explained by other external quantitative and qualitative factors of the model used for the study. The f-ratio (F2, 342=67.508) showed significant effects in existence and this revealed the appropriateness of the model used for the study.

Premised on evidenced shown in the beta values which are the strength or the extent of contributions to the present position of operational flexibility. Market place opportunity made the highest contribution of 1.122 values while internal records came second with 0.046 values. These results have revealed that the two dimensions of the predictor made significant contribution to the criterion variable. Also, the p-value<0.05 for the two dimensions of predictor as shown in table 1. These results imply a significant relationship between internal records, market place opportunity and operational flexibility of Nigeria police in south-south Nigeria.

Table 2. Regression Analysis showing the effects of Internal Records and Market Place Opportunity on Pro-activeness.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963[a]	.928	.920	11.39686

a. Predictors: (Constant), Internal Records, Market Place Opportunity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	8.187	3.770		2.172	.044	.234	16.141
	Internal Records	.751	.233	.866	3.226	.005	.260	1.242
	Market Place Opportunity	.081	.216	.100	.372	.714	-.376	.537

a. Dependent Variable: Pro-activeness

Regression Model: P = 8.187 +[(0.751IR) + (0.081MPO)]

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28516.699	2	14258.349	109.774	.000[b]
	Residual	2208.101	340	129.888		
	Total	30724.800	342			

a. Dependent Variable: Pro-activeness
b. Predictors: (Constant), Internal Records, Market Place Opportunity

The result of the multiple regression of the above variables indicated R = 0.963, R^2=0.928 which is equal to 92.8% and this is the explanatory power of the model used for the study. It means that only 92.8% variation can be explained by factors within the model used for the study and the remaining 7.2% can only be explained by other external quantitative and qualitative factors of the model used for the study. The f-ratio (F2, 342=109.774) showed significant effects in existence and this revealed the appropriateness of the model used for the study.

The beta values as shown above represent the strengths or the extent of contributions to the present position of pro-activeness over the predictor variables. Internal records made the highest contribution of 0.751 values while market place opportunity came second with 0.081 values. These results have revealed that the two dimensions of the predictor made significant contribution to the criterion variable implying a significant relationship between internal records, market place opportunity and pro-activeness of the Nigeria police in south-south Nigeria. Also, the p-value<0.05 for the two dimensions of predictor as shown in table 2.

Table 3: Partial Correlation Analysis showing the Influence of Public Collaboration on the relationship between Marketing Intelligence and Police Performance.

Partial Corr.

Correlations

Control Variables			Marketing Intelligence	Police Performance
Public Collaboration	Marketing Intelligence	Correlation	1.000	.718
		Significance (2-tailed)	.	.000
		Df	0	340
	Police Performance	Correlation	.718	1.000
		Significance (2-tailed)	.000	.
		Df	340	0

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

Source: Field Survey Data, 2021, SPSS 21 Output

Table 3 explained the moderating effect of public collaboration on the relationship between marketing intelligence and police performance. The association between marketing intelligence and police performance produced correlation of 0.718 with a probability value (Pv) of 0.00 and confidence level of 0.05. The same is applicable to the influence of public collaboration on marketing intelligence and police performance. The result revealed a moderate but positive significant influence of public collaboration on marketing intelligence and police performance.

5. Discussion

Objectives one and three were aimed at examining the significant relationship between internal records, market place opportunity and operational flexibility. The analysis revealed a positive and strong significant relationship between internal records, market place opportunity and operational flexibility ($R = 0.849$ and $R^2 = 0.721$). That is to say, internal records and market place opportunity have a positive relationship with performance. This is in tandem with the position of Kotler (1998) who describe internal records as the most important indicators of marketing performance.

Objectives two and four aimed at examining the significant relationship between internal records, market place opportunity and pro-activeness. The analyses revealed a positive and strong significant relationship between internal records, market place opportunity and pro-activeness ($R = 0.963$ and $R^2 = 0.928$). The findings corroborate the position of scholars like Fuld (1988) who says market place opportunity takes into consideration the organization readiness to take action in order to improve performance.

Objective five analysis revealed the moderating role of public collaboration on marketing intelligence and police performance. Public collaboration was observed to be significant on the relationship between marketing intelligence and police performance.

6. Conclusion and Recommendations

This study was conceptualized to determine the relationship between marketing intelligence and police performance in south-south, Nigeria. The outcome of the analysis reveals that marketing intelligence dimensions (internal records, market place opportunity) significantly influence police performance measures (operational flexibility, pro-activeness); thus, it was established that a positive and significant relationship exist between marketing intelligence and police performance. Therefore, the following recommendations are suggested:

1. That Nigeria police should continually collect, analyze and process information within its jurisdiction and make same available for easy and speedy decision making.
2. The police authority should keep daily records of its operational activities and store same for easy retrieval as may be required.
3. The force should conduct regular environmental scanning to spot threats that might exist and put in place cost effective preventive measures.
4. The Nigeria police should continually share regular intelligence with sister security agencies for effective policing.

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Entrepreneurial Marketing as a Panacea to the Growth of the Nigerian Informal Sector

AJAYI, Paul O.[1] and GOMNA, Gbenger G.[2]
[1]Department of Marketing, The Polytechnic Ibadan, Oyo State, Nigeria
[2]Department of Management, University of Nigeria, Enugu Campus, Enugu State, Nigeria

Abstract: *This study empirically investigated therelationship between entrepreneurial marketing and economic growth of Nigeria. Specifically, the work examines how entrepreneurial marketing rescues Nigeria from the social-economic-political issues that have bewildered the nation. Survey design was adopted with a population of 1044 entrepreneurial firms drawn from Ibadan, Ogbomoso and Oyo towns in Oyo State Nigeria. A sample size of 593 was drawn from the total population. The closed-ended structured questionnaire was the instrument used to collect data from the respondents. Results showed that entrepreneurship marketing facilitates the economic redemption and growth of Nigeria. To this end and given the backwardness of most developing countries especially Nigeria in the area of entrepreneurship development, it is recommended that more efforts should be made to improve the rate of development and granting of financial support to entrepreneurs..*

Keywords: *Entrepreneurship, Economic Revamping, Enterprise Marketing, Small and Medium Enterprises*

INTRODUCTION

It is an undisputable fact that the contribution of entrepreneurship activities is increasing being recognized as a primary engine of economic growth. (The Economist May 18th1996). By combining existing resources with innovative ideas, entrepreneurs add value through the commercialization of new products, the creation of new jobs and the building of new firms. The Global Entrepreneurship Monitor (GEM) indicates that nations with higher levels of entrepreneurial activity enjoy strong economic growth. In short, entrepreneurs are the link between new ideas and economic development. This is proper using the experience of the industrialized countries of North America and West Europe. A legislative action has been taken by countries like United States of America, the Netherlands and Japan to see to the fact that entrepreneurial activities can contribute to economic development. This may explain why various governments around the world promoted it since entrepreneurial skills and strategies are used to tackle different social problem and addressing poverty as well as a means of employing the disadvantaged.

Despite the missing links in Africa's development process, researchers and scholars have increasingly recognized the crucial role that entrepreneurship plays in economic development of nations, especially through the development of the sub-sector. (Rashed, 2000; Dozie, 2005). For instance, Dozie (2005) argued that this vital factor of production which forms the basis of the Schumpeter's dynamism is the bedrock to a nation's industrialization and development. According to them, this is achieves through the innovation and risk taking ability of the entrepreneurs. It is therefore, the entrepreneur who generates the critical momentum an economy requires for economic growth by breaking new grounds in human endeavour as a result of the vital characteristics they possess.

The role of entrepreneurial activities in national growth and development particularly in developing countries among which Nigeria falls has widely been acknowledged in the literature. Ojo (2009) states that one of the responses to the challenges of development in the developing countries is the encouragement of entrepreneurial development scheme. Nigeria since independence has been faced with the problem of initiating and sustaining its growth and development. In the mist of abundant natural and mineral resources, the country has remained virtually undeveloped. The contribution of Small & Medium Enterprises (SMEs) and entrepreneurship to economic growth and sustainable development is globally acknowledged (CBN, 2004). There is an increasing recognition of its pivotal role in employment generation, income redistribution and wealth creation (NISER, 2004). Enterprises development and small and medium enterprises (SMEs) represent about 87 per cent of all firms operating in Nigeria (USAID, 2005). Non-farm micro, small and medium enterprises account for over 25 per cent of total employment and 20 percent of the GDP (SMEDAN, 2007) compared to the cases of countries like Indonesia, Thailand and India where Micro, Small and Medium Enterprises (MSMEs) contribute almost 40 percent of the GDP (IFC, 2002).

Whilst SMEs are an important part of the business landscape in any country, they are faced with significant challenges that inhibit their ability to function and contribute optimally to the economic development of many African countries. The position in Nigeria is not different from this generalized position (NIPC, 2009). Quality and adequate infrastructural provision has remained a night mare, and the real sector among others has witness dwindling performance while poverty and unemployment rates have continued to rise in the country. In fact, poverty is a characteristic of her citizens and households. Most of the poor and unemployed in order to better their lots and earn a source of livelihood has resorted to the establishment of own small scale business of varying types and sizes including entrepreneurship.

Realizing the importance of small businesses as the engine of growth in the Nigerian economy, the government took some steps towards addressing the conditions that hinder their growth and survival. However, as argued by Ojo (2003), all these SME assistance programmes have failed to promote the development of SMEs. This was echoed by Yumkella (2003) who observes that all these programmes could not achieve their expected goals due largely to abuses, poor project evaluation and monitoring as well as moral hazards involved in using public funds for the purpose of promoting private sector enterprises. Thus, when compared with other developing countries, Variyam and Kraybill (1994) observed that many programmes for assisting small businesses implemented in many Sub-Saharan African (SSA) countries through cooperative services, mutual aid groups, business planning, product and market development, and the adoption of technology, failed to realize sustained growth and development in these small enterprises. Among the reasons given were that the small-sized enterprises are quite vulnerable to economic failure arising from problems related to business and managerial skills, access to finance and macroeconomic policy. This study therefore, seeks to assess the effect of entrepreneurial marketing on the economic growth of Nigeria's informal sector.

LITERATURE REVIEW

Conceptual Framework

Concept of Entrepreneurship and Entrepreneurship Development

The Wikipedia defined entrepreneurship simply as the act of being an entrepreneur. According to Olutunla (2001), the word entrepreneurship is derived from the French word 'entreprende' meaning to undertake. To this end, an entrepreneur is someone that creates a business. But as noted by Zimmerer and Scarborough (2006), although the creation of business is an important aspect of entrepreneurship, it is however, not the complete picture. The entrepreneur is a person who brings in overall change through innovation for the maximum social good. Human values remain secret and inspire him to serve the society. He has firm belief in social betterment and he carries out this responsibility with conviction. In this process, he accelerates personal, economic as well as human development. The entrepreneur is a visionary and an integrated person with outstanding leadership qualities. With a desire to excel, he gives top priority to research and development. He always works for the well- being of the society.

More importantly, entrepreneurial activities encompass all fields/ sector and foster a spirit of enterprise for welfare of mankind. Onwubiko (2006) states it as the capacity and attitude of a person or group of persons to undertake ventures with the probability of success or failure.

According to Wood (2005), entrepreneurship consists in the creation of a previously-unperceived opportunity for profit and the alertness to that previously ungrasped opportunity, and then the taking of action to achieve the opportunity. Similarly, Kruger (2004) contends the concept as the efforts of an individual who takes risks in creating a successful business enterprise. It begins with action; the creation of a new organization including the antecedents to its creation, interlia, scanning the environment for opportunity, the identification of the opportunity to be pursued, and the evaluation of the feasibility of the new venture.In another definition, Timmons (1994) in Akinlua and Akintunde (2008) defines entrepreneurship to mean a human creative act that builds something of a value from practically nothing. It is the pursuit of opportunity, regardless of the resources or lack of resource at hand. This insight reveals that entrepreneurship is about the exercise of enterprising abilities and skills to start and run a business irrespective of the immediate problems. It could further be inferred that for the entrepreneur, poor or unfavorable condition is only part of the obstacles to surmount to create something new by way of business.

Itodo (2011) posits entrepreneurship as the process of creating new products, services and ideas by pooling resources and effort together in order to generate more wealth for the transformation of the economy after a diligent consideration of the risks and bottlenecks that are available in the environment. In the same idea of wealth creation, Kuratka and Richard (2001) in Sathiabama (2010) opine the concept as the dynamic process of creating incremental wealth. They argue further that this wealth is created by individuals who take the major risks in terms of equity, time and career commitment of providing value to some products or services, the product or service itself may or may not be new or unique but value must somehow be infused by the entrepreneur by securing and allocating the necessary skill and resources. Olagunju (2004) defines the concept from two perspectives; creativeness and purpose. Entrepreneurship is an undertaking in which one is involved in the task of creating and managing an enterprise for a purpose. The purpose as further stated may be personal, social or developmental. Hagen, in his book, 'The theory of social change' sees the entrepreneur as a reactive problem solver, interested in solving practical problems in most cases through the application of creativity. At times, entrepreneurs are motivated by some internal forces as a duty to do something unique before they die. To be enterprising is to keep your eyes open and your mind active. It is to be skilled, confident, creative, and disciplined enough to seize opportunities that present themselves regardless of the economy (Nwafor, 2007).

Current and Stallworth (1989) state that entrepreneurship is the creation of new economic entity centered on a novel product or service or at the very least, one which differs significantly from the products or services offered elsewhere in the market. Schumpeter (2011) insists that only certain extraordinary people have the ability to be entrepreneurs and they bring about extra ordinary events. Okpara (2000) argue that an entrepreneur is a human bulldozer, who can convert a stumbling block into a stepping stone. To an entrepreneur, there is no mountain that is unmovable. He is a creative and aggressive innovator who promotes the necessary relationships required for the new business to come into existence. He is the person who identifies investment opportunities, makes the decision as to the opportunities to exploit, promotes and establishes the business, combines the scarce resources required for production and distribution, organizes and manages the human and material resources for the attainment of enterprises objectives, bears risk, and brings about improvement on the method of doing things.

Soyibo (2006) construe entrepreneurship as the destruction of existing market structures by the creation of new markets (or reduction in market shares of current leaders) through improvement of existing products or the development of entirely new products.. This is what Shumpeter called creative destruction. Lawal, Kio, Sulaiman and Adebayo (2000) sees entrepreneurship as searching for and discovering new information; translating the new information into new markets, techniques and goods; seeking and developing economic opportunities; marshaling the financial resources necessary for the enterprise; taking ultimate responsibility for management; and bearing risk for the business. It is explicit and implicit from the various definitions reviewed above that entrepreneurship is not just all about conceiving and establishing a business that is entirely new or finding better ways of doing old things. It involves social transformation, creative and innovative ideas that ensure that the society is change for good through finding solution to difficult situations. Therefore, an entrepreneur is an explorer of ideas that create or brings about positive changes for social and developmental gains. The entrepreneur is an innovator who discovers new ideas. In other words, an entrepreneur creates value in the economy. Impliedly, entrepreneurship reinforces economic growth and development.

From the foregoing conception of entrepreneurship, entrepreneurship development could be construe as the drive to boost entrepreneurship in a country. When the government of a country take measures to create a conducive environment where business ideas conceived by her citizens can be translated into reality through the establishment of enterprises, such a government could be said to be involved in entrepreneurship development. This means that entrepreneurship development requires deliberate effort both by the government and individuals. It can be effectively achieved in a situation where people are innovative, willing to take risk and be bosses of their own with the government providing all the required conditions for smooth operation of established enterprises.

Entrepreneurship Marketing and Development in Nigeria

The evolution of entrepreneurship in Nigeria can be traced back to our forefathers who were engage in crude farming (Olagunju, 2004). Their farming enterprises which initially were meant to satisfy immediate needs were later diversified into other craft trades to meet other needs. At the advent of European missionaries and subsequently traders, the scope and forms of indigenous enterprises significantly changed. The interaction between the alien traders and indigenous people gave many Nigerian the experience and background to establish enterprises of their own.

Since independence in 1960, the desire of various governments to reduce poverty by empowering the people and achieve robust economic development has lead to the fashioning of varying programmes, policies and laws to encourage entrepreneurial activities in the county. Among the efforts made by government in this direction include, among others, the creation of the defunct Nigerian Industrial Development Bank (NIDB) in 1964, Industrial Development (income tax relief) Act 1958 amended by decree No. 22 of 1971, Nigerian Enterprises Promotion decree No.4 of 1972 amended in 1977, the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), National Directorate for Employment (NDE), Peoples Bank of Nigeria (PBN), Family Economic Advancement Programme (FEAP), and National Poverty Eradication programmes (NAPEP) (Ubom, 2003; Olagunju, 2004; Fasua, 2006; Olaitan, 2006; Ana, 2008; Nkamnebe, 2008; and Ojo, 2009).

In the area of microfinance particularly, Ana (2008) identified the following government initiatives: Rural Banking Programme (1977-1991), lending as a percentage of savings mobilized in rural areas to rural people (1977-1996), sectorial allocation of credits (1970-1996), concessionary interest rate (1980-1987), agricultural credit guarantees scheme (1977-to date), Nigeria agricultural cooperative and rural development bank limited formerly Nigeria agricultural cultural cooperative bank (1972 to date), community banks (1990-2007), Nigeria agricultural insurance corporation (1996 to date), national poverty eradication programme (1999 to date), peoples bank of Nigeria (1990- 2002), family economic advancement programs (1997-2001), and more recently (2005) the microfinance policy was introduced.

Unfortunately, most of these programme and schemes promulgated by the government in support of entrepreneurship development are no longer operational. This has been contended on the drastic reduction in government subvention (a source they largely depend on) by late 1990's. Other reasons advance for the failure of past initiatives by Ana (2008) include, lack of adequate skills by the operators to deliver services effectively; unwillingness of conventional banks to support micro enterprises; paucity of loan able funds; absence of support institutions in the sector; incompetent management; poor corporate governance; insider abuse; weak internal controls; poor credit administration and poor asset quality; and low management capacity of clients.

In spite the obstacles that hampered the success of these programs, Onwubiko (2006) observed that the development process of any nation is determined by the way the production forces in and around the economy is organized. He further stressed that for most countries, the development of industry had depended a great deal on the role of the private sector. And that entrepreneurship has played a major role in this regard. To buttress this, Olu (2009) states that one of the responses to the challenges of development in the developing countries is the encouragement of entrepreneurial development schemes.It is quite clear from these arguments that entrepreneurship is the change agent in the present time. Indeed, Osalor (2010) had vehemently argued that harnessing the informal economy and leveraging its full potentials is a prerequisite for Nigeria to emerge from the shackles of its third-world legacy. This assertion posits the importance of entrepreneurship in the life of a nation, some of which are examined herein.

Entrepreneurship generates employment for the jobless; the literate and illiterate alike. Prabha (2009) in Sathiabama (2010) contends that entrepreneurship especially that on small scale is the only solution to the problems of unemployment and proper utilization of both human and non-human resources and improving the living condition of the poor masses. In a country where a significant proportion of the populace are unemployed, with a large number of graduates leaving the universities yearly, the role of entrepreneurship cannot be overemphasized. Statistically, Osalor (2010) asserts that entrepreneurship accounts for 90% of all new jobs in Nigeria.

Entrepreneurship is also an instrument for poverty reduction. Iorchir (2006) aptly submits that high level poverty is promoted mainly by the lack of entrepreneurship drive and over dependence on salaried jobs. Mejeha and Nwachukwu (2008) posit that Nigeria has the third highest number of poor people in the world. Through the creation of employment opportunities, entrepreneurship can substantially improve the standard of living of the people hence serve to curb poverty. More importantly, entrepreneurship is the vehicle of economic prosperity. Entrepreneurship stimulates economic growth and development of a country. This is because of the positive multiplier effect it exerts on the economy. By creating employment, it causes increase in individual and households' income, national income and gross domestic product. Osalor (2010), states that entrepreneurship account for 65% of gross national product in Nigeria. In the words of Ojo (2009), entrepreneurship is sine qua non to national development, poverty eradication and employment generation. He noted it as the bed rock of any nation's industrialization. In the same vain Onwubiko (2006) asserts that entrepreneurship is a major avenue to increase the rate of economic growth, create job opportunities, reduce import of manufactured goods and decrease the trade deficits that results from such imports. With these justifications, there is every need for continued government efforts to stimulate and sustain entrepreneurial activities in the country despite the failings of past programmes in achieving the objective.

Challenges of Entrepreneurship Marketing in Nigeria

Despite the several programmes and policies evolved by the government to promote entrepreneurship as highlighted in the preceding section, there are a lot of problems hindering entrepreneurial activities and development in the country. Among these are the problems of inadequate capital, inadequate infrastructural facilities, stiff competition, poor management, lack of stable and enabling environment, and illiteracy (Olagunju, 2004; Itodo, 2006; Onwubiko, 2006; Adejimola and Olufunmilayo, 2009; Osalor; 2010).

Capital is stated as the life wire of any business. Many Nigerian entrepreneurs especially the SMEs have no access to capital. Misra (2009) concedes to this fact. Akinlua and Akintunde (2008) also maintain that the problem limiting entrepreneurship (small scale businesses) to play their role in economic prosperity is mainly inadequate capital occasioned by the reluctance of the commercial banks to grant them loans. According to Anyanwu (2004), commercial banks traditionally lend to medium and large enterprises which are judged to be credit worthy. This phenomenon as stated hinges on the relatively high cost and risks associated with doing business with SMEs. In fact, the inability of small scale entrepreneurs to access loans from conventional banks is stated on their demand for collateral as a means of hedging against risks, establishment of restrictive and time consuming procedures and charging of high interest rates.

The seriousness of the problem of capital echoes in Olaitan (2006) contention that “lack of access to economic resources especially finances by the numerous sparsely located SME’s and farmers across Nigeria, continues to inhibit economic growth and development”. He notes further that this scenario calls for critical examination and the adoption of an approach to avoid declaring SME’s and farmers as ‘endangered species’. Contrarily to the position of most authors that inadequate capital is the main hindrance to entrepreneurship in the county, Akinlua and Akintunde (2008) argues that after a decade of government policies and creating institutions among which is MFIs for mobilizing and deploying capital for entrepreneurship development especially the small-scale businesses, not much appear to have been achieved in the development. They therefore posit this to suggest that the problem might not be that of inadequate capital.

Apart from the problem of inadequate capital, infrastructure and lack of stable enabling environment are other major challenges to entrepreneurship development in Nigeria. Most entrepreneurial activities depend on infrastructure especially power (electricity) which is grossly inadequate in the country. Onwubiko (2006)maintains that in Nigeria, power supply is almost non-existent thereby putting a sizable number of enterprises out of business, noting elsewhere that the power sector has proven the greatest challenge to any aspiring entrepreneur in Nigeria.

Similarly, the frequent change in government and government policies had not ensured a stable and a very conducive environment for entrepreneurship to strive. Fasehun and Bewayo (2009) noted that while the burden for entrepreneurship cannot be levied only on government of a country, it is the responsibility of the government to provide an environment conducive for existing entrepreneurs. According to the authors, government failure in this regard especially on the infrastructural limitations, inadequate electricity, political and economic instability and lack of enforcement of patent laws has hampered entrepreneurship development to a large extent. Stiff competition from imported goods couple with the non-conducive operating environment in the country has also aggravated the problem of entrepreneurship development in the country. Made in Nigeria goods are regarded by the consumer public as inferior hence receive low patronage. This has discouraged productivity by entrepreneurs contemplating going into the manufacturing sector.

Another problem hinges on poor management, lack of training facilities for entrepreneurs and high level illiteracy in the country. Sapovadia (2010) sum the pathetic situation of most entrepreneurs thus:Micro entrepreneurs face many hurdles in getting startup financing, and they sometime lack the skills necessary to manage the financial aspects of their business. They are unable to choose business line and in large number of cases they indulge in particular business by default. As a result, many micro entrepreneurs cannot grow and develop their business beyond a micro enterprise, while even few fail to earn their livelihood. The entrepreneur neither has knowledge of maintaining accounting system nor capacity to hire an accountant. Required soft skill in marketing compels them victim of market forces.

This contention is pregnant with the many challenges facing Nigerian entrepreneurs. It also posits clearly that capital is not the single most important problem of entrepreneurs, the provision of other non-financial services such as educating them on management, record keeping and marketing strategies is also vital to the development of entrepreneurship in the country. By and large, to address these problems is essential towards the enhancement of entrepreneurship development in the country. The initiation of microfinance policy to provide micro credit and other services to entrepreneurs in the country is therefore a step in the right direction.

Entrepreneurship and the Nigeria's Growth

Even if there are controversies on definitions, what is not contestable is the contribution that SMEs are making to the Nigerian economy. A cursory glance at the structure of MSMEs in Nigeria reveals that 50% are engaged in distributive trade, 10% in manufacturing, 30% in agriculture and the remaining 10% in other services. About 10% of the total manufacturing output and 70% of industrial employment are MSMES. MSMES also promote industrial and economic development through the utilization of local resources, production of intermediate goods and the transfer/transformation of rural technology. In fact MSMEs are generally regarded as the engine driving the growth of this and other economies and provide the best opportunity for job creation, redistributing income and rural development (SMEDAN, 2007)

In Nigeria, the Small and Medium Scale Enterprises (SMEs) constitute an important backbone of the Nigerian economy. Economically, this sector holds the key to sustainable development of the country. The importance of SMEs can be put in proper perspective in relation to the structure of the Nigerian economy. In spite of the importance of petroleum oil, agriculture remains the key sector, providing gainful employment for about 70% of the Nigerian population. Available reports indicate that the agricultural sector accounts for about 35% of the nation‘s gross domestic product (GDP). Most of the operators in the agricultural sector are cottage type or small-scale self-employed individuals engaged in agro-allied processing. Activities in the agro-allied processing sub-sector also have some consequences for the role of small scale manufacturing enterprises in Nigeria. For example, small-scale industrial fabricators constitute the main source of machinery supply to agro-allied processors. These fabricators abound all over the country and when added to the output of the SMEs in the agricultural sector, the combined contribution of SMEs cannot be less than 60% of the GDP. A recent study also indicates that both agricultural and the informal sector contribute up to 75% of the nation‘s GDP. It is safe to say that both sectors constitute the domain of SMEs in Nigeria. Attention has been focused on small scale enterprises by government because it is perceived that they have the potentials of realizing the multiple goals of employment generation and poverty reduction. It is against this background that one needs to emphasize the desirability of doing all that is possible to enhance the orderly growth and development of SMEs in Nigeria.

Theoretical Framework

This work anchors on the following theories**:**

John Kunkel's Theory

The theory holds that social structure plays an important role in shaping entrepreneurial behavior. Kunkel states that social norms and values that are available in a society have a role to play in the types of entrepreneurial skills that are possessed by individuals. The theory view entrepreneurs as active risk takers. It proposed that government intervention programmes and activities are very much needed in order to reduce the vagaries of risks and other environmental challenges on entrepreneurial ventures.

Thomas Cockran's Theory

Cockran's theory argues that entrepreneurial drives and activities heavily rely on social structure and norms, which include among others; cultural values, role expectations, social sanction, and social etiquettes. He maintains that entrepreneurial behavior is governed by the environment the entrepreneur finds himself. This suggests therefore that the more organized an environment is, the higher the entrepreneurial drives and activities in the environment. As noted by Itodo (2011) Cockran trace the differences in entrepreneurial drive has been rooted on backgrounds and affiliations in the societies and environment potential entrepreneurs find themselves.

METHODOLOGY

The research adopts survey method. The area of this study consists of Oyo state, Nigeria. The population of the work consists of the staff of all the selected small and medium scale enterprises in the state. The populations of the selected organization staff were 1044. The researcher determines the size of the sample due to the inherent large number of the population. Trek formula was used to determine the sample size and 593 was drawn from the total population. Data for this study were collected mainly from primary source through questionnaire that was administeredto the managers and staff of selected enterprise in Ibadan, Ogbomoso and Oyo towns in Oyo State, Nigeria. Content validity was adopted in evaluating the validity of the instrument by three experts. Cronbach's Alpha was used in testing the reliability of the instrument, and a value of 0.893 was obtained.

RESULTS AND FINDINGS

Data collected from the study are presented Table 4.1.below.

Questionnaire Distribution and Response

Markets	Ibadan (%)	Ogbomoso (%)	Saki (%)	Total (%)
Administered	246 (100.0)	133 (100.0)	214 (100.0)	593 (100.0)
Correctly Filled and Returned	221 (43.8)	112 (22.2)	172 (34.0)	505 (85.2)
Incorrectly Filled or Not Returned	25 (28.4)	21 (23.9)	42 (47.7)	88 (14.8)

Source: Field Survey

Out of the 593 copies of the questionnaires that were administered to the respondents, 505 copies were correctly filled and returned (giving an 85.2% success rate) while 88 copies were incorrectly filled or not returned (giving a 14.8% failure rate). Since, the success rate is 85.2%, the data collected from the field is deemed adequate enough for the study. The details of the return rate are presented in Table 4.1 above.

Table 4.2. The nature of the relationship between entrepreneurship marketing and Nigeria's economic growth

ITEMS/OPTIONS	SA (%)	A (%)	NO (%)	D (%)	SD (%)	Mean	Std. Dev.
There are special incentives aimed at encouraging entrepreneurial growth in Nigeria	277 (54.9)	111 (21.9)	12 (2.4)	23 (4.6)	82 (16.2)	3.88	1.23
Entrepreneurship is contributing immensely to Nigeria's development	193 (38.2)	183 (36.2)	15 (3.0)	72 (14.3)	72 (14.3)	2.59	1.61
Entrepreneurship made great effort towards identifying barriers militating against Nigeria access to financial services	149 (29.5)	104 (20.6)	23 (4.6)	129 (25.5)	100 (19.8)	2.48	1.15
Entrepreneurial actions has encouraged socio-economic rescue of Nigeria's financial and non-financial activities	173 (34.2)	174 (34.5)	9 (1.8)	42 (8.3)	107 (21.2)	2.63	1.74
There is a link between entrepreneurial activities and economic enhancement.	138 (27.3)	212 (41.9)	18 (3.6)	47 (9.3)	90 (17.9)	3.54	1.21

Source: Field survey

As presented in Table 4.2, 277 (54.9%) respondents and 111 (21.9%) respondents strongly agreed and agreed respectively that there are special incentives aimed at encouraging entrepreneurial growth in Nigeria while 23(4.6%) respondents and 82 (16.2%) respondents disagreed and strongly disagreed respectively that there are special incentives aimed at encouraging women entrepreneurs. Having a mean response score of 3.88 + 1.23, majority of the sampled traders believed that there are special incentives aimed at encouraging entrepreneurial growth in Nigeria.

One ninety three (38.2%) respondents strongly agreed that entrepreneurship is contributing immensely to Nigeria's development. 183 (36.2%) respondents agreed, 15 (3.0%) respondents did not have any opinion, 72 (14.3%) respondents disagreed and 72 (14.3%) respondents strongly disagreed. With a mean response score of 2.59 + 1.61, the respondents agree that entrepreneurship is contributing immensely to Nigeria's development.

From the mean response score of 2.48+ 1.15 and the responses of 149 (29.5%) respondents, 104 (20.6%) respondents, 23 (4.6%) respondents, 129 (25.5%) respondents and 100 (19.8%)respondents who strongly agreed, agreed, did not have any opinion, disagreed and strongly disagreed, the respondents agreed that entrepreneurship made great effort towards identifying barriers militating against Nigeria.

With 173 (34.2%) respondents strongly agreeing, 174 (34.5%) respondents agreeing, 9 (1.8%) respondents having no opinion, 42 (8.3%) respondents disagreeing and 107 (21.2%) respondents strongly disagreeing as well as a mean response score of 2.63 + 1.74, the respondents agree that entrepreneurial actions has encouraged socio-economic rescue of Nigeria's financial and non-financial activities.

In response to whether there is a link between entrepreneurial activities and economic enhancement,138 (27.3%) respondents strongly agreed, 212 (41.9%) respondents agreed, 18 (3.6%) respondents had no opinion, 47 (9.3%) respondents disagreed and 90 (7.9%) respondents strongly disagreed. With a mean response of 3.54 + 1.21, the respondents agreed that there is a link between entrepreneurial activities and economic enhancement.

Test of Hypothesis

The single hypothesis formulated was tested as follow

HO: There is a significant negatively relationship between entrepreneurship marketing and Nigeria's economic growth

HA: There is a significant positive relationship between entrepreneurship marketing and Nigeria's economic growth

Regression model: $Y= \alpha = \beta X+ \mu$…. (For all observations i, = 1, 2 …n)

Where Y = Nigeria's economic growth

X = entrepreneurship marketing

μ = error term of random variable

α = a constant amount

β = effect of X hypothesized to be positive

Hence, the regression (predict) equation will be Y = 103.443+1.771X

Table 4.3.1a:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729[a]	.788	.913	27.22312

a. Predictors: (Constant), entrepreneurship marketing

Table 4.3.2b:ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22223.044	1	22223.044	14.177	.004[a]
	Residual	2500.076	504	1567.539		
	Total	27223.12	505			

a. Predictors: (Constant), entrepreneurship marketing

b. Dependent Variable: Nigeria's economic growth

Table 4.3.3c: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	103.443	47.849		2.991	.055
	entrepreneurship marketing	1.771	.416	.878	2.985	.004

a. Dependent Variable: Nigeria's economic growth

Having analyzed the data from the questionnaire using regression analysis to determine if there is significant relationship between entrepreneurship marketing and Nigeria's economic growth. The Tables 4.3.1a, b & c revealed that the regression result shows the existence of significant result on the variables (R** calc = 0.788> at $p < 0.05$). The significant level was found to be 0.04, and due to this we reject the null hypothesis and accept the alternate one which states that *significant positive relationship between entrepreneurship marketing and Nigeria's economic growth*

CONCLUSION AND RECOMMENDATIONS

This study revealed that there is impact of entrepreneurship marketing on economic growth of Nigeria. One thing that is evident from this research work is that Entrepreneurship is critical to rapid economic development. It is, in fact said to hold a major key to the emancipation of developing countries from technological servitude. To this end and given the backwardness of most developing countries especially Nigeria, it is recommended that more efforts should be made to improve the rate of development and granting of financial support to entrepreneurs. The Central Bank of Nigeria policy initiative of micro-finance is a welcome development. Adequate efforts are needed specifically by Nigeria to diversify its economic growth that will bring about tremendous reduction in absolute poverty or even eradication of the phenomenon thereby enhancing the pace of job creation and economic development. There is the need to promote workable, viable and responsive micro financial services for the poor in any nation. Government should find an avenue for creation of awareness on how entrepreneurs can benefit from the present microfinance bank policies. There is also the need to address other factors that could affect entrepreneurship development in Nigeria since there are other variables apart from the ones used in this study.

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High Performance Culture and Organizational Success of Nigeria Arm Forces

Chinedu Stanislous Emoh[1] and Emmanuel Aziegbe Akhigbe[2]
Department of Management, University of Port Harcourt. Port Harcourt, Nigeria
stanemoh@gmail.com[1] and akhigbeemmanuel2016@gmail.com[2]

Abstract: *The relationship between high performance culture and organizational success in Nigerian arm forces was investigated in this study. The survey design was used in this study, and a total of 638 Nigerian aim forces members were surveyed. The study's sample size was gathered from a total of 242 people. 242 members of the armed services were given copies of the questionnaires. The method used was a basic random sampling procedure. To determine the association between high performance culture and organizational success, the data was analysed using Pearson Product Moment Correlation. According to the findings, the aspects of high-performance culture (leadership, core capability, reward system, and performance management) have a substantial and favourable association with the success of the Nigerian armies. The research stated that a high-performance culture is an unquestionable requirement for the Nigerian army's success. Since a result, the research advised, among other things, that personnel's core capability be increased via comprehensive training, as this will aid in the arm forces' success.*

Keywords: *Core Capability, High Performance Culture, Leadership, Performance Management*, *Reward System*

1.0 Introduction

Generally, owing to the organization's daring need to stay agile, the quest of boosting organizational success is becoming more important than ever. Any firm's success (profit or non-profit) is critical to the organization's existence and performance. The traits and dynamic feature of leaders in the workplace, on the other hand, have an extraordinary influence on the organization's success (Hentschel, Muehlheusser & Sliwka, 2014). Because of the fast-paced nature of the world, most businesses are constantly looking for new methods to improve performance. According to Adokiye, Alayah, and Onuoha (2017), organizations do not become successful and stay successful by following old methods of doing things, but rather by having leaders with necessary attributes to increase the firm's success. Organizational success, according to Caplow (1964) is a company ability to be productive, versatile, adaptable, and capable of achieving its objectives. Furthermore, Etzioni (1964) claimed that organizational success is determined by how well a company achieves its objectives. It is important to highlight that no company can attain maximum success without a high degree of employee participation.

In this period of high unrest in Nigeria, the success of the Nigerian armed forces is important. As a result, it is critical to ensure that suitable procedures are put in place to help the armies succeed. Most sophisticated countries have long incorporated high-performance culture talent into their armies in order to combat any type of violence, untold societal vices, and restiveness, and to maintain peace and harmony in their countries. A high-performance culture is an organizational culture that achieves results that are far preferable or better than those of its competitors over time by adapting to change, establishing an integrated and aligned management structure, and continuously improving the firm's employees and core capabilities (Wall, 2007). According to Hemerling and Kilmann (2013), a high-performance culture in an organization (of any size or industry) has two distinct characteristics: a set of positive behaviours manifested in high employee engagement, and a set of specific behaviours that agree or align with the organization's strategy. They went on to say that high performance culture has been identified by business executives as a significant success predictor.

Organizational success, according to Hadrawi (2018), necessitates effective leadership that can predict events essential for organizational success and so assure the achievement of the organization's goals. The many components of high-performance culture described by Heerden (2007) include vision and strategy, leadership, core capability, reward system, performance management, policies and procedures, and stakeholder satisfaction.

Several empirical studies have been conducted in recent years to improve organizational success. Hentschel, Muehlheusser, and Sliwka (2014) investigated how managers contribute to the success of organizations. Abbett, Coldham, and Whisnant (2010) investigated the link between business sustainability programs and organizational culture. They discovered that corporate culture is critical to an organization's success. According to Adekiye, Alagah, and Onuoha (2017), entrepreneurial attitude is strongly linked to organizational success. Despite several empirical studies on how to improve organizational success, a survey of diverse literatures revealed that there is a paucity of empirical studies on how to improve the success of the Nigerian arm force. Again, there is a paucity of empirical research on the relationship between high-performance culture and organizational success. This investigation was inspired by the gap that was discovered. As a result, the link between high performance culture and Nigerian arm forces' organizational success is investigated in this study.

Statement of the Problem

In most parts of Nigeria, there has been a high prevalence of instability and violence in recent years. This unfavourable situation has had a severe impact on Nigeria's economy and reputation in the international community. Despite the Nigerian government's massive expenditure in firearms, little success has been made, and the incidence of attacks and societal vices continues to rise on a daily basis. Furthermore, as a consequence of the Nigerian arm forces' incapacity to arrest and put an end to the high incidence of unrest, most international corporations are progressively removing their investments from the country. Nigeria's terrible scenario has rendered the nation unappealing to potential investors as a result of instability and inefficiency within the country's armies. Furthermore, the Nigerian army's lack of organizational success has reflected itself in its failure to deploy high-level intelligence to restore peace in the country.

Despite many mechanisms that have been put in place in recent years to improve the Nigerian arm force's performance, the problem of low performance persists. The presence of a high-performance culture in developed-nation armies has improved their performance and success record over time. As a result, it is expected that a high-performance culture will aid the Nigerian army's success. This research looks at how the Nigerian armies' success is linked to their high performance culture in terms of leadership, core competences, reward, and performance management.

Objectives of the study

The specific objectives of the study are to examine the relationship between:

1. Leadership and organizational success of Nigeria arm forces
2. Core capability and organizational success of Nigeria arm forces
3. Reward system and organizational success of Nigeria arm forces
4. Performance management and organizational success of Nigeria arm forces

Research Questions

The following research questions served as a guide in this study; What is the relationship between;

1. Leadership and organizational success of Nigeria arm forces?
2. Core capability and organizational success of Nigeria arm forces?
3. Reward system and organizational success of Nigeria arm forces?
4. Performance management and organizational success of Nigeria arm forces?

Research Hypotheses

$H0_1$: There is no significant relationship between leadership and organizational success of Nigeria arm forces

$H0_2$: There is no significant relationship between core capability and organizational success of Nigeria arm forces

$H0_3$: There is no significant relationship between reward system and organizational success of Nigeria arm forces

$H0_4$: There is no significant relationship between performance management and organizational success of Nigeria arm forces.

2.0 Literature Review

The dynamic capability theory underpins this research. The phrase "dynamic capability" was initially used in the 19th century. Teece, Pisano, and Shuen (1997) argued that the capacity of a corporation to integrate, grow, and reconfigure internal and external capabilities is critical in dealing with a quickly changing environment. The core capabilities of an organization should be exploited to establish short-term competitive positions that can be turned into longer-term competitive advantage, according to one of the theory's major assumptions. The first is the firm's ability to renew competences in order to adapt to changes in the business environment, and the second is strategic management's ability to use these competences to match the requirements of the environment. Dynamic capability theory expands on two fundamental issues that were not discussed in other strategic approaches, such as the resource based view: the first is the firm's ability to renew competences in order to adapt to changes in the business environment, and the second is the ability of strategic management to use these competences to match the requirements The dynamic capability approach considers three types of characteristics to explain where competitive advantage comes from. The first is procedures, which define how things are done in a company. The second is the position, which represents an organization's many assets and relationships. The third category is pathways, which refers to the strategic direction of the company. As a result, firms who are able to leverage their dynamic skills will outperform their competitors.

Concept of High-Performance Culture

The term "high performance culture" refers to a subset of organizational culture. McNamara (1999) compares organizational culture to a person's personality, which is made up of a collection of beliefs, assumptions, conventions, and indicators that are mirrored in how people behave in the workplace. Clemmer (2005) claims that high-performance cultures integrate concrete and intangible aspects of its character (i.e., what gives significance to the individuals in the culture and the management procedures and systems). These physical features are said to help organizations turn their ideas into action (Clemmer, 2005). Many local businesses have spent years focusing on improving their capabilities, talents, and developing a high-performance culture. These skills and talents, along with a high-performance culture, enable organizations to compare their actual performance to that of the best in their performance and to always look for ways to improve. Regardless of the style or scale of the organization, in aiming for excellence, an organization must measure its performance, according to Eygelaar (2004). Only by cultivating a "high performance culture" can corporations achieve this.

Leadership

Leadership, according to Hodge and Johnson (1970), is defined as the capacity to influence the behaviour and attitudes of others, whether in a formal or informal setting. According to Keith (1985), leadership is the capacity to persuade people to pursue specific goals with zeal. It is the human aspect that binds a group together and motivates it to achieve its objectives. According to Koontz (1984), leadership is the ability to exert influence on others via communication with the objective of attaining a goal. "The capacity to influence a group toward the attainment of goals," according to Robbins (1979). According to Robert (1961), leadership is the use of interpersonal influence in a situation to achieve certain goals through the communication process.

Leadership, according to James (1972), is a process of influencing a group in a specific situation at a specific time and under a specific set of conditions to arouse people to strive freely to achieve an organizational goal, giving them the experience of assisting in the achievement of common goals and fulfilment with the types of leadership provided. Leadership, according to Management Guru Peter (1970), is "the elevating of man's views to higher sights, the raising of a man's performance to a higher standard, the developing of a man's personality above its regular constraints." Leadership, according to House (1976), is an individual's capacity to influence, motivate, and allow others to contribute to the effectiveness and success of the organizations in which they are involved. As a result, having good leadership is important for boosting staff morale and improving the organization's performance.

Reward System

The pay that an employee receives from an organization in exchange for providing services or in return for work completed is referred to as reward (Lin, 2007). Human resources may be rewarded and used to their full potential by employing a variety of approaches of significant value. According to Carraher (2006), an efficient reward system for organizational performance should be linked to their production. As a result, businesses must establish processes and regulations, as well as a reward system that is consistent with those policies and procedures.

Giving an employee more than what he or other employees at his or her level are usually given is referred to as reward. As a token of appreciation for something done to stimulate an employee, a reward is given (Armstrong, 1993). In human resource development, rewarding workers' performance and behaviour is critical, especially in challenging circumstances. Employees anticipated being paid from the first day on the job. Even on the first day, they are interested about promotion, perquisites, progress, and fringe perks. Employees who are suitably rewarded are not only motivated and recognized, but they are also communicated that the company values them.

Employees can be rewarded in a variety of ways, including through recognition and gratitude (Ajila & Abiloa, 2004). Employees want organizational recognition in order to be motivated, reward a raise in pay, and perform better in their assigned job, which is inextricably tied to the performer's performance (Jones & Culbertson 2011; Aktar, Sachu & Ali, 2012). Employee motivation leads to fulfillment of their goals, both financial and non-financial, which is the logic behind the usage of rewards to employees. Employees, on the other hand, will be enticed to quit the company if there is no drive. (According to Azasu, 2009). Employees prefer intrinsic rewards such as acknowledgment and praise for a specific objective fulfilled, but others prefer extrinsic rewards such as bonuses, salary, and incentives offered to employees (Lawler, 2008, and Adeyemi, 2013).

Performance Management

Performance management is described as a "strategic and integrated strategy to passing on organizational success through developing people in ways that promote group and individual performance." These systems provide a continuous and integrated approach to performance monitoring and reward (Armstrong & Baron, 1998). Many corporate and non-profit organizations have been drawn to performance management because they want to improve psychosomatic outputs and outcomes (Carpinetti et al. 2002; Chau, 2008).

Beer and Ruh were the first to coin the term performance management (1976). In the mid-1980s, it was formally acknowledged as a separate method. The fundamental cause for the development of this system was managers' recognition of the need for a more continuous and integrated approach to managing and rewarding performance. Furthermore, the already created and operational performance-related pay and appraisal systems were failing to generate the intended management outcomes (Armstrong, 2001). The performance and efficacy of performance management are determined by management and manager behaviour, as well as how managers persuaded employees to use the system. This offers the idea that the efficacy and efficiency of performance management are influenced by a number of behavioural, psychological, and managerial elements.

Core Capability (Competency)

The allocation of resources, knowledge, capabilities, and expertise skills, as well as the value chain, are all tied to core competency. It necessitates three factors: money, skills, and procedures (Torkkeli & Tuominen, 2002). Knowledge resources, inventive creativity, and expertise are success characteristics that contribute to an organization's essential potential, referred to as core competencies (Godbout, 2000). As a result, a company's core competence(s) are defined as a set of problem-defining and problem-solving insights that facilitate the formulation of strategic growth options (Lei et al., 1996). Core competencies are also the integrated bundles of technologies and abilities that are competitively distinctive and re-deployable (Clark, 2000).

Core competencies are the organization's collective learning, particularly on how to structure various production abilities and integrate numerous streams of technology (Torkkeli, Tuominen, 2002). They are the consequence of an organization's social learning process (Godbout, 2000). Core competency thinking is a powerful and widely promoted approach to focusing and assembling an organization's resources; thus, a core competency is an area of specialized know-how that is the result of harmonizing intricate streams of technology and work activity; thus, a core competency is an area of specialized know-how that is the result of harmonizing intricate streams of technology and work activity; thus, a core competency is an area of specialized know-how that is the result of harmonizing intricate streams of (Gallon, Stillman, 1995). The firm's resources are stockpiles of available factors that it owns or controls (Carmeli & Tishler, 2004). Organizational resources and capabilities must be used to build core competencies. In a competitive market, dominance is determined by an organization's capacity to deploy, identify, preserve, and develop certain resources that set it apart from its competitors (Carmeli & Tishler, 2004). Every organization, according to Peter Drucker, requires only one core competency: innovation. Any other strategy can't beat innovation when it comes to gaining a competitive edge (Higgins, 1996). Higgins defines core competencies as a set of specialized qualities, skills, and knowledge characteristics that enable an organization to outperform its competitors in terms of performance and customer satisfaction by integrating technology, processes, and resources into one or more of the activities and managing the links between them.

Organizational Success

Organizations will be required to meet new and different expectations in today's highly competitive economy. Many businesses have a plethora of identical services and goods, to the point that it's difficult for clients to tell one from the other (Charles, 2016). Corporate success can no longer be achieved just via good products and effective marketing. Companies must now, more than ever, turn to their people resources, rather than just their goods and services, as a primary method of ensuring continuing profitability, if not survival. It is often assumed that an organization is successful when it is able to accomplish specific results that enable it to be profitable and competitive in its particular sector or market. The nature of these results is determined by the organization. Organizations are accustomed to analyzing their own worldwide results as part of their regular monitoring of company health and success. Global consequences are clearly not the result of a single person or even a single department.

The achievements and accomplishments of many individuals and work groups are critical to an organization's overall success. In a way, what employees accomplish across the board adds directly to the organization's overall well-being. Outside influences, of course, may have a significant impact on a company's success. However, in the end, the collective outputs of individuals and work groups define the amount to which a firm will survive in today's competitive economy.

Empirical Review

Scholars have conducted a number of empirical studies over the years. Kikoito (2017) investigated the relationship between organizational performance and the reward system, which is a feature of high performance culture. A poll was conducted, with 65 workers from deposit money banks participating. The relationship between reward and organizational performance was investigated using Pearson's correlation coefficient. According to their findings, there is a considerable link between the reward system and the organization's performance. The study found that when a proper reward system is in place, work performance improves dramatically.

Radebe (2013) looked at the impact of a performance management system on service delivery. In order to collect data from respondents, the survey research used a questionnaire. Respondents were given 400 copies of the questionnaire, and 389 of them were returned, accounting for 97% of the total disseminated questionnaire. Pearson product correlation was used to analyse the data. According to the findings, the performance management system has no bearing on service delivery. Yasmeen, Farooq, and Asghar (2013) investigated the influence of awards on organizational performance in Pakistan. Data was acquired from 80 respondents in Pakistan's telecommunications sector using a cross-sectional poll. Data was collected using a 16-item questionnaire. Pearson correlation was used to analyse the study's data. Salary and bonus as a reward system have a negligible link with performance, however promotion has a moderate to substantial relationship with performance, according to the findings. According to the report, organizations should focus on reward policies in order to improve their performance.

Edoka (2012) explored the link between strong leadership and natural youth service corps organizational performance in Kogi state. A survey was conducted, and data was collected using a questionnaire. A total of 82 people were chosen from a population of 103. The respondents were chosen using stratified random sampling. The data was analysed using the Chi-square statistical test. The findings of the study demonstrated a strong link between effective leadership and organizational performance. As a result, the study concluded that unfavorable leadership behaviour should be firmly handled in order to improve an organization's performance. Karamat (2013) evaluated the influence of leadership on company performance in a critical manner.

A survey study was conducted. A questionnaire was used to collect data, and an interview with the CEO of the Cambric Communication Research and Development Center was done. Only 29 employees were included in the survey, out of a total of 54. After analyzing the data, it was shown that there is a considerable and strong positive association between leadership behaviour and organizational performance. Jabbouri and Zahiri (2014) conducted empirical research in the Iraqi private banking industry, looking at the impact of core competencies on organizational performance. A poll was conducted with 200 managers from various banks as respondents. The data was collected using a questionnaire, and the results were analysed using the t-test, simple regression coefficient, and simple linear correlation coefficient. The findings of the analysis demonstrated that core skills and organizational performance had a substantial relationship. Management should create core competencies for human resources as a tactical and strategic instrument to improve organizational performance, according to the research.

3.0 Methodology

The survey design was used in this study, and a total of 638 Nigerian aim forces members were surveyed. The Krejcie and Morgan (1970) table was used to determine a sample size of 242 respondents. 242 members of the armed services were given copies of the questionnaires. The method used was a simple random sampling procedure. Leadership, Reward System, Performance Management, and Core Capability were used to operationalize high performance culture as given in Heerden's (2007). The success of the Nigerian armies, on the other hand, was measured in a single metric. The replies to the questionnaire's items were graded on a four-point likert scale ranging from 1 to 4. Where 1 denotes a strong disagreement and 2 denotes a disagreement, 3 = Agree 4 = Strongly agree. To determine the association between high performance culture and organizational success, the data was analysed using Pearson Product Moment Correlation.

4.0 Result

Respondents received a total of 242 copies of the questionnaire. Only 231 (95.4%) of the original copies were retuned and used in the study. The hypotheses test was conducted with a 95% confidence interval, assuming a significance level of 0.05. The decision rule is placed at a crucial area of $p > 0.05$ for null hypothesis acceptance and $p<0.05$ for null hypothesis rejection.

Test of Hypotheses

H0$_1$: There is no significant relationship between leadership and organizational success of Nigeria arm forces

Table 1: Leadership and Organizational Success

Correlations

		Leadership	Organizational Success
Leadership	Pearson Correlation	1	.728
	Sig. (2-tailed)		.000
	N	231	231
Organizational Success	Pearson Correlation	.728	1
	Sig. (2-tailed)	.000	
	N	231	231

Table 1 shows that the correlation value was 0.728 and the P-value was 0.000, which is less than 0.05 threshold of significance (P= 0.000<0.05). This suggests that there is a considerable and positive association between organizational success and leadership. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

H0$_2$: There is no significant relationship between core capability and organizational success of Nigeria arm forces

Table 2: Core Capability and Organizational Success

Correlations

		Core Capability	Organizational Success
Core Capability	Pearson Correlation	1	.472
	Sig. (2-tailed)		.000
	N	231	231
Organizational Success	Pearson Correlation	.472	1
	Sig. (2-tailed)	.000	
	N	231	231

The P-value was 0.000, which is less than 0.05 threshold of significance (P= 0.000<0.05), and the correlation value was 0.472, according to the results in table 2. This suggests that core capability and organizational success have a considerable and somewhat favourable link. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

H0$_3$: There is no significant relationship between reward system and organizational success of Nigeria arm forces

Table 3: Reward System and Organizational Success

Correlations

		Reward System	Organizational Success
Reward System	Pearson Correlation	1	.513
	Sig. (2-tailed)		.001
	N	231	231
Organizational Success	Pearson Correlation	.513	1
	Sig. (2-tailed)	.001	
	N	231	231

According to the results in table 3, the p-value for the association between reward system and organizational success was 0.001, which is less than the 0.05 level of significance (P= 0.001<0.05). The correlation value, on the other hand, was 0.513. This means that there is a substantial positive association between the reward system and the success of the company. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

H0$_4$: There is no significant relationship between performance management and organizational success of Nigeria arm forces.

Table 4: Performance Management and Organizational Success

Correlations

		Performance Management	Organizational Success
Performance Management	Pearson Correlation	1	.211
	Sig. (2-tailed)		.000
	N	231	231
Organizational Success	Pearson Correlation	.211	1
	Sig. (2-tailed)	.000	
	N	231	231

The p-value for the association between performance management and organizational success was 0.000, which is less than 0.05 level of significance ($P= 0.000<0.05$), according to the results of the analysis provided in table 4. The correlation value, on the other hand, was 0.211. This suggests that performance management and organizational success have a weak positive and significant association. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

5.0 Discussion of Findings

The link between the aspects of high-performance culture and organizational success was investigated, and it was discovered that there is a strong and positive association between high-performance culture and the organizational success of the Nigerian armies. With a P-value of 0.000 and a correlation value (r) of 0.728, leadership had a substantial and positive link with organizational success of the Nigerian armies. This suggests that there is a considerable and positive association between organizational success and leadership. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted. The correlation coefficient (r^2) was 52.9. As a result, a 1% change in the Nigerian army's leadership quality will result in a 52.9% difference in organizational success. Furthermore, the workers' core capability contributes to the success of the Nigerian armed forces. An increase in core capability will result in a proportionate rise in the organization's success. This means that if the core capability is reduced, the organization's success will suffer. The correlation coefficient (r) was 0.472, indicating a somewhat favourable and substantial association between core capability and Nigerian air force success. The coefficient of determination was 0.22, implying that a 1% change in core competency might result in a 22% variance in the Nigerian armed forces' organizational success. Again, the organization's reward system contributes to the Nigerian air force's success. This is because the P-value of 0.000 was below than the threshold of significance of 0.05. The correlation coefficient (r) was 0.513, indicating a significant link between the variables. This means that improving the reward system will go a long way toward motivating troops to give it their all in order to assure the armies' high success. The correlation coefficient was 0.26. As a result, a unit adjustment in the Nigerian air force's reward system can account for 26% of the entire variance in organizational success. In addition, the p-value for the association between performance management and organizational success was 0.000, which is less than 0.05 threshold of significance ($P= 0.000<0.05$), and the correlation value (r) was 0.211. This suggests that performance management and organizational success have a weak positive and significant association. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted. The correlation coefficient (r^2) was 0.04. As a result, a 1% change in the reward system will result in a 4% difference in the Nigerian air force's organizational success. These findings support Jabbouri and Zahiri's (2014) conclusions that core competences are linked to organizational performance. Additionally, Edoka (2012) discovered a link between effective leadership and organizational performance. As a result, increasing the high-performance culture will aid the success of the Nigerian armed forces.

6.0 Conclusion and Recommendation

All businesses, whether for profit or not, are constantly looking for methods to improve their success. The success of the Nigerian armed forces is critical in enhancing national security and combating the current threat that the country faces. Neglecting the Nigerian arm force's high performance culture would eventually lead to a poor success rate in completing the arm force's mission. A high-performance culture ensures that employees have a keen stake in the organization's success. The success rate of the Nigerian armies is largely dependent on the leadership of the arm forces. When an organization's leadership is lacking, the organization is more likely to fail or have a low success rate. Furthermore, it is critical that personnel's core capabilities be continually improved in capability to improve the Nigerian armies' overall success. Similarly, in order to improve the success of the armies, a reward system and performance management are essential. To summarize, a high performance culture in terms of leadership, core capability, reward system, and performance management is an unquestionable requirement for the Nigerian armies' success. The research recommends the following based on its results and conclusions:

1. The core capability of the personnel should be improved by thorough training, since this will aid the armies' success.
2. The government should guarantee that those in command of the Nigerian armed forces have high leadership qualities, and that such appointments are made without bias, since this will aid the armies' success.
3. The personnel of the Nigerian armed forces should be well compensated, since this would increase their vested interest and, as a result, the arm force's success.
4. In order to improve the Nigerian arm force's overall performance and success, performance management approaches should be supported.

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