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Data Protection and Information Management Success of Tertiary Institutions in Rivers State, Nigeria

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Abstract: This paper examined how data protection impacts information management success of tertiary institutions in rivers state, Nigeria. In line with the purpose of this paper as stated, our population comprises of 5 selected tertiary institutions in River State. The Taro-Yamene sample size determination formula was used to determine the sample size. The objective of this study is to assess the relationship between data protection and information management success of tertiary institutions in rivers state, Nigeria. Questionnaires were the major instruments used in gathering primary data which were analyzed using regression analyses. The study found that tertiary institutions can achieve improvement along the terms of information management success if the they are able to protect their data effectively and efficiently, and that the outputs of these institutions will be improved by the adoption of various data protection methods.

Key words: Data, Protection, Availability, Reliability, Information, Management.

1. INTRODUCTION

Information systems (IS) are formal, sociotechnical, organizational systems designed to collect, process, store, and distribute information (Piccoli and Pigni, 2018). In a sociotechnical perspective Information Systems are composed by four components: technology, process, people and organizational structure (Hara, Watson and Cavan, 1999).A computer information system is a system that as a branch of Science composed of people and computers that processes or interprets information (Vladimir, 2016). The term is also sometimes used in more restricted senses to refer to the software used to run a computerized database or to refer to only a computer system. Information Systems is an academic study of systems with a specific reference to information and the complementary networks of hardware and software that people and organizations use to collect, filter, process, create and also distribute data. An emphasis is placed on an information system having a definitive boundary, users, processors, storage, inputs, outputs and the aforementioned communication networks (Jessup & Joseph, 2008). Any specific information system aims to support operations, management and decision-making. Bulgacs,

(2013) says that an information system is the information and communication technology (ICT) that an organization uses, and also the way in which people interact with this technology in support of business processes (Kroenke, 2008).Some authors make a clear distinction between information systems, computer systems, and business processes. Information systems typically include an ICT component but are not purely concerned with ICT, focusing instead on the end use of information technology. Information systems are also different from business processes. Information systems help to control the performance of business processes (O'Brien, 2003). Alter (2013) argues for advantages of viewing an information system as a special type of work system. A work system is a system in which humans or machines perform processes and activities using resources to produce specific products or services for customers. An information system is a work system whose activities are devoted to capturing, transmitting, storing, retrieving, manipulating and displaying information (Alter, 2006). The managing of Information is not restricted to a single department in an organization or a particular group of employees. Information today encompasses both electronic and physical (or paper stored) information. It cuts across all areas of the organization. In this study, we will be looking at the handling of electronic materials (data and information) generated and used by tertiary institutions in Rivers State.

Cloud computing is the delivery of computing services - software, storage, analytics, networking, servers, databases and more – over the internet´ (Gonzalez & *et al.,* 2012). It is in the pursuit of efficiency and effectiveness in the handling of information successfully that Cloud Computing has had a revolutionary impact on businesses today. Cloud computing and technology has pervaded the activities relating to information handling in organizations and tertiary institutions around the world, including Nigeria. Cloud Computing is the term assigned to the recent trend in computing service deployment (and by deployment, we mean the method of its use). This trend has seen the cultural and technological shift of computing service deployment from being provided locally to being provided remotely and en masse, by third-party service providers (Hayes, 2008). Cloud computing, in theory, promises users a relatively cheap way of managing resources, a high quality standard, and high availability of their information/data.

Obviously, lots of organizations are enjoying great value from using cloud computing; however, the service comes with special responsibilities – one of them being security. Security is a constant concern in IT-related projects. Unlike many other traits in technological contexts, security is especially hard to measure or even compare qualitatively. Hence, the issue that have prompted this study include: lack of proper protection of physical hardware from attacks like fire accidents and even theft; security issues when deploying software as a service and platform; activities of malicious users on the internet looking to attack businesses and capture customer and poor training of staff on the usage of the systems. The purpose of this study is to show the association between cloud security concerns and   information management success in tertiary institutions in Rivers State. The objectives are to determine:

i.   Data Protection and its implication on Information Management Success
ii.   Network Availability and its implication on Information Management Success
iii.   User Authentication and its implication on Information Management Success
iv.   The moderating effect of Leadership on Information Management Success.

Four research questions were raised, they include:

    i.   To what extent does data protection impact information management success of tertiary institutions in Rivers State?

    ii.   To what extent does network availability impact information management success of tertiary institutions in Rivers State?

    iii.   To what extent does user authentication impact information management success of tertiary institutions in Rivers State?

    iv.   To what extent does Leadership as a moderator impact cloud security concerns and information management success of tertiary institutions in Rivers State?

In carrying out the study, three research hypotheses were raised, they include:

H01: There is no significant relationship between Data Protection and Information Availability.

H02: There is no significant relationship between Data Protection and Information Reliability.

H03: There is no significant relationship between Leadership, Cloud Security Concerns and Information Management Success
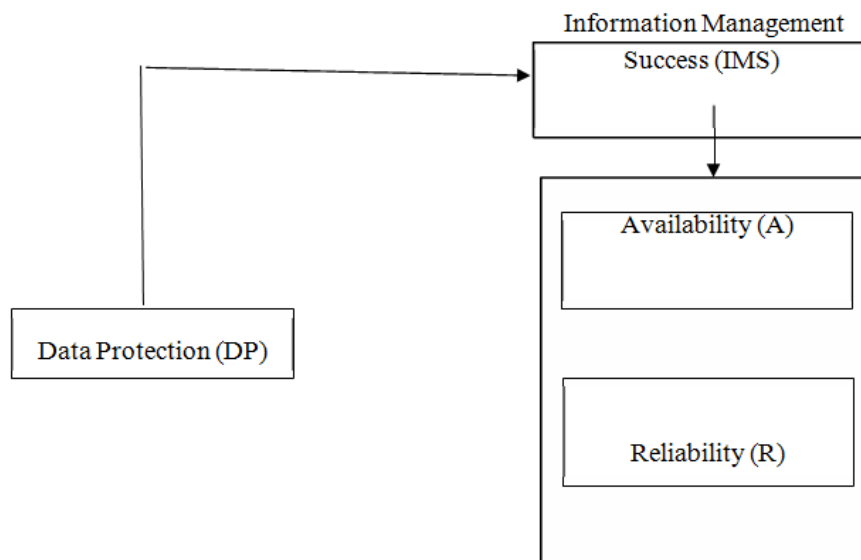
Figure 1.1: conceptual frameworks on data protection and information management success of tertiary institutions in rivers state, Nigeria.

2. THEORETICAL FOUNDATIONS

The study use Social exchange and systems theory as both of them are applicable to firms. The social exchange (SET) is among the most influential conceptual paradigms for understanding workplace behavior. Its venerable roots can be traced back to at least the 1920s (e.g., Malinowski, 1922; Mauss, 1925), bridging such disciplines as anthropology (e.g., Firth, 1967; Sahlins, 1972), social psychology (e.g., Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959), and sociology (e.g., Blau, 1964). Although different views of social exchange have emerged, theorists agree that social exchange involves a series of interactions that generate obligations (Emerson, 1976). Within SET, these interactions are usually seen as interdependent and contingent on the actions of another person (Blau, 1964). Systems theory is a science which has the comparative study of systems as

its object. There are different types of systems: organisms (animals, humans, particularly cognitive mechanisms in organisms), machines (particularly computers), physicochemical systems, psychic systems and social systems. Such a comparative research program for heterogeneous types of systems presupposes a highly general concept of systems, for which numerous features have been proposed: the interdependency of the parts of a system; the reference of any structure and process in a system to the environments of the system; equilibrium and continuous re-adaptations to environmental demands as core elements of the understanding of a system; self-organization of a system as the principal way it responds to external intervention; complexity as trigger mechanism for system-formation and as the form which describes the internal network structures of connectedness among system elements.

3. INFORMATION MANAGEMENT
Information can be defined as "data converted into something valuable and usable for certain users"(Baumgartner, 1978).The term Information Management covers the entire scheme of data collection, organization, presentation and processing. All these are closely associated with the computers today. It includes all the uses and processing of information within an organization. For example, clerical staff could process orders by a computer or in the case of an exceptionally large contract, by managers personally. Information management have both formal and informal elements. The formal elements are where information is processed on a routine basis using predefined procedures. The informal element consists of where data is processed on a more ad-hoc basis and where the processing involves, to a large extent, judgment and even intuition. The information management is concerned with all forms of information ranging from facts to predications or even feelings. The advent of computers is regarded as the key element of the information management. The introduction of computers necessitates a rigorous definition of a company's information needs. Computers have caused companies to investigate their information management techniques at one time or the other. Hence, the growth in awareness of information management has gone hand in hand with the growth of the use of the computers. In this age of electronics and information technology, (IT), some would equate information management with data processing using a computer. Whereas, computer based information system is by far faster than manual ones and desirable if a manager can afford it, having a computer can easily become part of the problem of information management. In short, an organization orders the flow of information within it, from the operation level to top management and back, as well as with its environment. It can be all done manually, but modern organizations have developed their management information systems around computer hardware and software.

4. MEASURES OF INFORMATION MANAGEMENT
4.1 Availability
Availability in the context of information technology is the ability of a user to access information or resources in a specified location and in the right format. Availability means that users are able to gain on-line access to organizational resources 24/7. A variety of factors can result in system failure thereby taking the system off-line, some of such factors range from planned downtime for maintenance to catastrophic failure. The goals of high network availability solutions are to minimize this downtime and or to minimize the time needed to recover from an outage. Exactly how much downtime can be tolerated will dictate the comprehensiveness, complexity and cost of the solution. High network availability is a convenient label, but its meaning is often misunderstood. High availability is neither a specific technology nor a quantifiable attribute. Rather, it is a goal to be reached by any organization with worldwide presence and one that intends

to do business round the clock. At one end of the spectrum, high availability might simply mean a disaster recovery plan that will put an organization back on its feet within 24 hours. For small systems, this could mean something as simple as an uninterruptible power supply and a rigorous backup plan. At the other end of the spectrum is the pinnacle of continuous availability, exemplified by robust workload-sharing solutions spread across multiple locations.

4.2 Reliability

According to (Sterbenz, 2010) reliability is defined as the continuous availability of service, or the probability that a system or service remains operable for a specific period of time, or the ability of a system to perform its required functions under stated conditions for a specific period of time. Network Availability is the connection and communication of various computer systems and components to allow a user to access information or resources over the internet. The challenge here is that Nigeria is a country known for poor internet network capabilities (Uduchukwu, 2018). Such poor availability of internet network could cause issues such as; access granted too late could lead to the user making a wrong decision based on not accurate (delayed) information leading to a potential loss. Or, a transaction is not closed/sealed on time; such a situation can also lead to a potential (financial) loss (Czarnowski, 2014).

4.3 Concept of Cloud Security Concerns

Cloud computing is the delivery of computing services - software, storage, analytics, networking, servers, databases and more – over the internet´ (Gonzalez & et al, 2012). According to Hayes (2008), Cloud Computing is the term assigned to the recent trend in computing service deployment. This trend has seen the cultural and technological shift of computing service deployment from being provided locally to being provided remotely and en masse, by third-party service providers. The different benefits include; Speed – since it is on demand and a self-service technology, huge amounts of computer resources can be provided in minutes; thus removing impact on capacity planning and enabling businesses to have flexibility; Cost – The business does not have to worry about expending huge capital on purchasing hardware and software or setting up round the clock electricity (to deal with on-site data centers); Global Scale – Being able to scale elastically is another nice benefit of Cloud computing. The right amount of IT resources is assigned to the business; this included bandwidth, storage, computer power and this is done from the right geographic location; Reliability –Less downtime is always great for the business. Cloud computing makes disaster recovery, data backup a less expensive issue because data can be retrieved from multiple sites from the cloud service provider´s network; productivity – Maintaining data centers on-site, typically, require time-consuming IT management and maintenance; software patching, hardware setup, just to name a few. With cloud computing, these tasks are simply eliminated thereby ensuring the business spends time on more relevant business goals and Performance – Some of the largest Cloud computing services operate on worldwide network of data centers that are constantly updated to their current versions. This offers good benefits like reduced network latency and greater economies of scale. Obviously, lots of organizations are enjoying great value from using cloud computing; however, the service comes with special responsibilities – one of them being security. This section aims to explore and classify the security challenges that come with Cloud computing services. According to the Virginia Technology Institute, Cloud describes the use of a collection of services, information, applications, and infrastructure comprised of pools of computer, network, information and storage resources. These components can be rapidly implemented and decommissioned, and scaled up or down providing for an on-demand utility-like model of allocations and use.

Cloud Computing has three (3) service delivery models. Due to the pay-per-use economy model that is involved in Cloud delivery models, the extent of information security is directed towards cohering to industry standards and legislations among cloud shareholders. The architecture of Cloud computing can be grouped according to the three types of delivery models, and they are: Infrastructure as a service (IaaS), Software as a service (SaaS) and Platform as a service (PaaS): Infrastructure as a service which is a single tenant cloud layer where the Cloud computing provider's dedicated resources are only shared with clients who are contracted on a pay-per-use fee. This greatly reduces the need for large initial investment in computing hardware such as networking devices, servers and processing capability.

In providing a secure Cloud computing solution, a major decision is to be made on the type of cloud to be implemented. There are currently three types of cloud deployment models offered, and they are, a public, private and hybrid cloud: Public Cloud: This is a cloud computing infrastructure that is made available to the general public. It is owned and managed by an organization selling cloud services. Users generally access the public cloud through the use of Web Browsers. It is based on a pay-per-use model, similar to a pre-paid electricity billing format and is flexible enough to provide for increase or decrease in demand for cloud facilities; Private Cloud: This is a cloud computing infrastructure that is designed for a single business organization specifically. It may be managed and controlled by the organization or by a 3rd party organization on or off premise. On this deployment model, it is relatively easier to align its deployment with security and regulatory requirements, and to provide more enterprise control over its use and Hybrid Cloud: This deployment module is a combination of both Private cloud and Public cloud deployment modules. It provides virtual IT capabilities through the mix of both public and private clouds, thus, provides a more secure control of data and information and still allows various parties to have access to information online. It also has an architecture that enables other management systems to interface with each other.

4.4 Data Protection

Data, which is the building block of information, needs to be protected from threats. Data is very valuable and so, it is a major concern that has to be secured and handled properly, that is, data has to be protected. Data loss or manipulation is a serious concern for users because users have a huge number of user files. This is because, cloud providers also provide Storage as a Service (SaaS). These files can be accessed every day or sometimes rarely. Therefore, there is a strong need to keep them correct. This need is caused by the nature of cloud computing since the data is outsourced to a remote cloud, which is unsecured and unreliable. Since the cloud is untrustworthy, the data might be lost or modified by unauthorized users. In many cases, data could be altered intentional or accidentally. Also, there are many administrative errors that could cause losing data such as getting or restoring incorrect backups. There are many possibilities of losing data due to a malicious attack and sometimes due to server crashes or unintentional deletion by the provider without having backups. Catastrophic events such as fires, floods or earthquakes could be the causes of loss. Also, any event that leads to harming the encryption keys could also lead to data loss.

5. METHODOLOGY

The research design adopted is the cross-sectional survey approach, this is necessary because the respondents will be require to complete the questionnaire given to them based on the current trend in Cloud Security Concerns and Information Management Success . Descriptive statistics will also be used to classify the categories of respondents based on the population size. the information

collected from the questionnaire was summarized in their groups and percentage were used to analyses the data, also inferential statistical tool of regression analyses was used to test the level of significance among variables and finally the analysis was aided with SPSS version 21.0. Y =F[X1, X2, X3……….XN] Where Y =dependent variable X1, x2, x3….xn=independent variable F=Functional relationship among variables. The sample size of the study is 76 a total of seventy six questionnaire will be administered to the categories of staff are Management staff, and Information Technology staff of the various tertiary institutions.

5.1 Reliability and Validity of Research Instrument

The instrument used was subjected to face/content validity; this was done to ascertain the validity of the questionnaires to be administered. A complete copy of the questionnaire was given to the supervisor for vetting and correction. The researcher will collect the questionnaire from the supervisor after vetting and correction, effect the corrections and the restructured questions were then used to administered the questions on the respondents. Reliability according to Parson (2007), refers to the extent to which a measuring instrument is consistent in providing same output when used in another context for generation. The scale to use for this study had been previously adjudged reliable. However, we will verify reliability outcomes through confirmatory test of internal consistency on the instrument with our sample using Cronbach alpha. This calculates the average of all possible Split-half Reliability Coefficient and the threshold level, 0.7 which is generally accepted by the rule of thumb (Nunnally, 1978) will be considered adequate.

Table 1: Reliability Statistics for the Instruments

Variable	Cronbach alpha	No. of items
Data protection	0.987	4
Reliability	0.900	3
Availability	0.927	3

6. FINDINGS

6.1 Results and Frequency Analysis

In this section, the output of the primary data is presented. Analysis was carried out on individual variables and measures. Mean scores and standard deviations are also illustrated. The presentation begins with the independent variable which is data protection. It then proceeds to the dependent variable- information management success, whose measures are reliability and availability. These are all scaled on the five (5) point Likert scale (ranging from 1: SD=strongly disagree, 2: D=disagree, 3: N=neutral, 4: A=agree and 5: SA= strongly agree).

6.2 Analysis on Data Protection

For the purpose this study, we adopted 5point Likert scale in our questionnaire, having response categories in the order of SA =5, A=4, U=3, D=2 and SD=1. Going by this, the interpretation of our mean is according to Asawo's (2009) categorization where all responses with mean value (x) between 1-2 as being low, 2.5-3.5 as being moderate, 3.5 – 4.5 as high and 4.5 above as very high.

Table 2: Response Rates for data protection.

	N	Sum	Mean	Std. Deviation
	65	212	3.26	1.241
Data/Information. The source of Data that is use is secure in cloud technology	65	236	3.63	1.126
Data and Information from unsecure/unverified source is readily available.	65	236	3.63	1.024
Data protected is easily accessed (after user is authorized).	65	225	3.46	1.160
Valid N (listwise)	65			

Source: Research survey, 2019.

Table 2 shows the rate at which the respondents supported Data Protection to be effective in Information Management in Tertiary Institutions. Question one shows that Data protection is a key factor in the reliability of Data Information with a total mean of 3.26. Question two shows that the source of Data that is use is secure in cloud platform with a mean of 3.63. Question three shows that Data and Information from unsecure/unverified source is readily available with a mean of 3.63 and lastly Data protected is easily access (after user is authorized) with a mean of 3.46. All the questions analysed has an average mean greater than the criterion mean of 3.00 for a five point Likert scale. This shows that Cloud Security Concerns is effective in Information Management Success in Higher Institution especially in Rivers State.

Table 3: Availability and Information Management Success

	N	Sum	Mean	Std. Deviation
	65	249	3.83	1.069
users) is seen as a big problem in this institution Cloud service provider has a big part to play in availability of information	65	258	3.97	.901
Valid N (listwise)	65			

Source: Research survey, 2019

Table 3 shows the extent to which Availability enhances Information Management Success in tertiary institution. Question one shows that Lack of access to information from the cloud platform (to end users) is seen as a big problem in this institution with a mean of 3.83, and question two shows that Cloud service provider has a big part to play in availability of information with a mean of 3.97. This show that availability of information in the institutions is taken seriously.

Table 4: Cloud Security and Information Management

	N	Sum	Mean	Std. Deviation
This institution believes in investing in infrastructure & staff training will lead to increased ability in handling information	65	232	3.57	1.262
Trust that information on the platform cannot be tampered with is a key ingredient to the use of the Cloud platform	65	226	3.48	1.276
Valid N (listwise)	65			

Source: Research survey, 2019

Table 4. shows the extent to which Cloud Security Concerns enhances Information Management Success. Question one shows that the respondent supported that the institution believes in investing in infrastructure and staff training will lead to increased ability in handling information with a mean of 3.57. Question two shows that Trust that information on the platform cannot be tempered with is a key ingredient to the use of the Cloud platform with a mean of 3.48.

6.2 Bivariate Relationship

This uses the Spearman's Correlation to compare the relationship between Cloud Security Concerns and Information Management Success in Tertiary Institution in Rives State as shown below.

Table 5: Relationship between Data Protection and Availability of   Information

			Data Protection	Availability
Spearman's rho	Data Protection	Correlation Coefficient	1.000	.786**
		Sig. (2-tailed)	.	.000
		N	65	65
	Availability	Correlation Coefficient	.786**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

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

Source: Research survey, 2019

Table 5 shows that the Spearman's correlation coefficient; $r = 0.786$**. The probability Value (PV) = 0.000 < 0.05 at 95% level of significance. This shows that there is a positive relationship between Data Protection and Availability of Information in Tertiary Institution in Rivers State which implies that increasing the level of Data Protection will also increase the level of Reliability of Information in Tertiary Institution in Rivers State.

Table 6: Relationship between Data Protection and Reliability of Information

			Data Protection	Reliability
Spearman's rho	Data Protection	Correlation Coefficient	1.000	.891**
		Sig. (2-tailed)	.	.000
		N	65	65
	Reliability	Correlation Coefficient	.891**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research survey, 2019

This uses the Spearman's Correlation to compare the relationship between Cloud Security Concerns and Information Management Success in Tertiary Institution in Rives State as shown below.

Table 7: Relationship between Data Protection and Availability of Information

			Data Protection	Availability
Spearman's rho	Data Protection	Correlation Coefficient	1.000	.786**
		Sig. (2-tailed)	.	.000
		N	65	65
	Availability	Correlation Coefficient	.786**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research survey, 2019

Table 5 shows that the Spearman's correlation coefficient; r = 0.786**.

The probability Value (PV) = 0.000 < 0.05 at 95% level of significance. This shows that there is a positive relationship between Data Protection and Availability of Information in Tertiary Institution in Rivers State which implies that increasing the level of Data Protection will also increase the level of Reliability of Information in Tertiary Institution in Rivers State.

Table 8: Relationship between Data Protection and Reliability of Information

			Data Protection	Reliability
Spearman's rho	Data Protection	Correlation Coefficient	1.000	.891**
		Sig. (2-tailed)	.	.000
		N	65	65
	Reliability	Correlation Coefficient	.891**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

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

Source: Research survey, 2019

Table 6 shows that the Spearman's correlation coefficient; r = 0.891**. The probability Value (PV) = 0.000 < 0.05 at 95% level of significance. This shows that there is a positive relationship between Data Protection and Reliability of Information in Tertiary Institution in Rivers State which implies that increasing the level of Data Protection will also increase the level of Reliability of Information in Tertiary Institution in Rivers State.

Presentation of Results on the Analysis of Data on Research Questions and Testing of Hypotheses We had proposed three hypotheses in the introduction one and two of this study to seek explanation between differentiation strategy and performance of deposit banks in Port Harcourt. The Spearman rank order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. We used this to answer research questions one to six. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to three, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicate levels of significance (or) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is indicated in the coefficient r value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Table 9: data protection and Information Management in Tertiary Institution in Rivers State

Control Variables			Data protection	Information Management Success	
-none-a	Data protection	Correlation	1.000	1.000	.979
		Significance (2-tailed)	.	.000	.000
		Df	0	63	63
	Information Management Seccess	Correlation	1.000	1.000	.979
		Significance (2-tailed)	.000	.	.000
		Df	63	0	63

a. Cells contain zero-order (Pearson) correlations.

Source: Research survey, 2019

Hypothesis one; there is no significant relationship differentiation strategy and effectiveness (r = 0.926, p = 0.000 < 0.01), hypothesis two; There is no significant relationship between differentiation strategy and efficiency (r = 0.969, p = 0.000 < 0.01), hypothesis three; There is no significant relationship between differentiation strategy and Profitability (r = 0.828, p = 0.000 < 0.01). Therefore, based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:

- There is a significant relationship between data protection and reliability.
- There is a significant relationship between data protection and availability.

7. CONCLUSION/RECOMMENDATIONS

Referring back to our finding where data protection affect availability, reliability is an indication of why institutions of learning should be conscious of their various clouding security to achieve their ultimate goal. Conclusively, we call on the tertiary institutions in Rivers State to apply various data protection security measures to survive in this continuous dynamic words. And that they should be conscious of her operating environment to know the right time for protecting its data.

Table 8 shows that Leadership has a moderating effect on Cloud Security Concerns and Information Management Success in Tertiary Institution in Rivers State. The coefficient of Cloud Security Concerns and Leadership (r = 0.979, PV = 0.000 < 0.05) while Leadership and Information Management Success (r = 0.979, PV = 0.000 < 0.05) respectively. This shows that Leadership positive moderates Cloud Security Concerns and Information Management Success.

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Work Flexibility and Employee Intention to Stay: Examining the Issues

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Abstract: Companies are continually looking for ways to compete in a dynamic and changing business environment. Staff turnover rate is a concern for many companies, particularly when investing resources (i.e. time, money, training) on staff only to have them leave. In response to these concerns, and increasing demand for work-life balance from employees, companies around the world have been introducing initiatives such as flexible working arrangements. These flexible working arrangements can lead to higher levels of job satisfaction, organisational commitment, and intention to stay with the company. Flexible working arrangements can be defined as flexibility in the place of work, hours of work, or schedule of work. The purpose of this study was to examine the impact of work flexibility on employee intention to stay. The study basically is conceptual in nature and adopted a literature review method. The findings from the review of extant literature show that in any case, intention to stay, whether it is in the form of lower turnover or increased organisational commitment, is positively associated with family-friendly programs such as flexible working arrangements.

Key words: Work Flexibility, Employee Intention to Stay, Job Sharing, Compressed Work Week

INTRODUCTION

Flexible working arrangements are actually emerging issues in human resource management field. The world is becoming a global village, hence as an employee in any organization the balance between personal life and work responsibilities should not be ignored, if the employee performance is to be achieved. The discourse on flexible work time schedule as a strategy for improving the capacity of employees to achieve their non-work goals while at the same time achieving the organizational goals is attracting increased attention among scholars. Employees need to balance work and non-work roles and employers require it to increase productivity and reduce cost (Abbott & De Cieri, 2008).

In the current global work environment, there is intense competition for talented employees and for market share based on higher product quality and lower prices in order to realize strategic advantage. Competition requires organizations to take into account diversity of employee's needs, work life values, cultural influences in the areas where the companies operate as well as the diversity of working relationships in order to attract, retain and fully engage the employee. As many organizations come to terms with the challenges of attracting and retaining the best talent and retaining the best talent coupled with the emerging issues of work life conflicts, it is important that managers employ a variety of human resource practices to attain organizational goals (Mclean & Collins, 2011).

In response to these concerns, and increasing demand for work-life balance from employees, companies have been introducing initiatives such as Flexible Working Arrangements (FWA) (McNall & Collins, 2010), where employees can choose their place of work, and within boundaries their of scheduled hours of work. These FWA's can lead to higher levels of job satisfaction, organisational commitment, and intention to stay with the company (Warner & Hausdorf, 2009). Flexible work time arrangements are essentially those arrangements of work that allows workers to modify where, when and for how long job-related work is performed (Lewis, 2003).

For many employees today both male and female lives are becoming more consumed with a host of family and other personal responsibilities and interests in addition to demands of the workplace (Grantol-Vallore & Donaldson, 2001).There is therefore a perceived imbalance between the demands of current lives and people's abilities to adequately cope with them and this may lead to an experience of stress (World of Work Report, 2011). In a society filled with conflicting responsibilities and commitments, flexible work arrangement has become a predominant issue in the workplace. Three major factors contribute to the interest in and importance of serious consideration of flexible work arrangement: global competition, renewed interest in personal lives, family values and an aging workforce. Concerns have always been raised regarding policy and debates on flexible work arrangement from perspectives of the quality of working life when weighed against the broader family matters. However the challenge has been how employees would adopt good flexible work arrangement practices and the organizations to adopt policies to tackle conflicts that ensue from the interface of family or social pressures and work stress.

This paper therefore seeks to examine the emerging issues in the relationship between work flexibility and employee intention to stay. It shall examine the role of work shift, part time work, temporary contract and flexi time in enhancing employee retention. Flexible working relates, to an organizations working arrangement in terms of working time, working location and pattern of working (chartered institute of personnel and development). Flexible working arrangements like flexible part time, shift work, compressed work hours and job sharing are often used to help employees in balancing their family and work life (Lim & Teno, 2000) during 'core hours' which Shift work is a set of periods of working, often designed to provide 24-hour cover as a three-shift systems or sometimes operating as a two-shift system or a 'twilight shift' which lasts from say, 5 pm to 9 pm. Part-time work is where an employee's contracted hours are less than the standard full-time hours which can involve working only number of hours over any number of days. A temporary contract is employing extra staff on short-term contracts of varying length (weekly, monthly, and 6- monthly) (Cole, 2002). Flexi- time is whereby a full time employee schedules his/her time so that at the end of the day he/she should have covered the number of our required of him to cover.

LITERATURE REVIEW

Concept of Flexible Work Practices
Literature on Flexible work arrangement has evolved to a noticeable height of understanding prevailing concepts. Rau and Hyland (2002) define flexible work arrangement as an alternative to the standard working day. It usually comprehends to organizational initiatives which enhance employees' flexibility on the time and place where work has to be accomplished, and also various policies exerting influence on the number of hours worked. Economic, technological, social and family changes have encouraged the introduction of flexible working arrangements. The flexibility arrangements includes; flex-time, absence autonomy, compressed work weeks, reduced schedule, tele-work, extra vacation days, limited schedule of meetings (meetings cannot be scheduled too late at the end of the day), flexible holidays and keeping with the schedule (employees work the mandatory8 hours /day and do not extend their schedules longer).

Flexible work practices as stated by Hill, Märtinson, Ferris and Baker (2001) allow employees the freedom to work outside the standard work schedules. According Rau (2003) flexible work practices are different forms of working schedule that enables employees to work outside the normal work day. Some of various forms of flexible work practices include – telecommuting, compressed hours, shift, flexi-time and annualized hours (Kelly & Kalev, 2006). However, this study was interested in only four types of flexible work practices namely: telecommuting, compressed work week, job sharing and flexi-time.

According Tang and Dermid (2008) a survey carried out found that 87% of workforce preferred flexible work and this would take priority when looking for new employment. Organizations are more alert and seek to engage employees who are more creative. They therefore look for ways and means of attracting employees. According to Perrin (2001) flexible work schedules are important element of Organization strategies which should be geared towards retaining a motivated workforce. Flexible work practices have been practiced in both developing and developed countries and both employers and employees have benefitted from them.

Dimensions of Flexible work practices

Telecommuting
Noted dimensions of FWA are telecommuting (Blair-Loy & Wharton, 2002) in which the employee works at home or at a central place convenient to one's customers The employees make use of their telephones, email and fax to get in touch with their managers and other co-workers. Previous studies have found that organizations practicing telecommuting have the advantage of employees' retention (Grippaldi, 2002). According to Kurland and Bailey (1999) there are variety types of telecommuting. The commonly used are: home-based, satellite offices, neighborhood work centers, and mobile workers.

Home-base telecommuting is a method of telecommuting in which employees particularly work from their homes. Employees may opt to work for several days in a week. In order for this arrangement to succeed, employers provide employees with various office equipment and machines for instance, computers and fax machines (Wahab, 2007). On the other hand, Satellite offices are other ways of telecommuting whereby employees are stationed at locality convenient to them or to their customers. The offices are properly furnished and have various office equipment (Blair-Loy &Wharton, 2002). The other form of telecommuting is Neighbourhood work centre. It is more or less like satellite office. The disparity arises in that neighbourhood work centre accommodates employees from more than one company. The

organizations or companies may share the lease on buildings but maintain separate offices within the same building. Offices may be furnished by owner of the building or the renting firm (Pyoria, 2009). Mobile working is different from telecommuters because they work from one fixed location. Mobile workers are mostly commuting on the road. They may work from various locations for instance, hotel, planes or vehicle. This arrangement is common for salespersons, reporters or investment bankers (Sahay, Nicholson & Krishna, 2003).

According to Kossek and Lee (2008) organizations makes saving because of reduced absenteeism. Reduced absenteeism displays employee's loyalty to the organization which in turn has positive effects on organization performance. Workers operating from home have the advantage of combing work and family or personal responsibilities. This benefits the organization in that absenteeism reduces. In their study Karnowski and White (2002) established that office running costs reduces as a result of better utilization of resources management. Employees reduce their commute time as well (Major, Verive & Joice, 2008).

However, there are challenges associated with telecommuting. Madsen (2011) states that workers telecommuting may feel cut off from the organization set up. Employees are not able to interact with each other thereby losing the sense of belonging. Teamwork and employees' relations are also affected. There is the problem of inadequate resources and lack of technical support. Career development is affected as well (Khaifa & Davidson, 2000). The employer is not able to closely monitor the performance of those employees chosen to telecommute. This may have repercussion for those jobs which are measureable. According to Bailey and Kurland (2002) extensive studies have been carried out on telecommuting and its influence on performance however very little research has been done on examine decisions and design processes to give support to these programs. Other research indicated that managers/supervisors have problems in monitoring their employees (Kurland & Egan, 1999).

Compressed Work Week
Compressed work week is an agreement in which employees' works for more hours by prolonging the length of work days in a week (Sundo & Fujii, 2005). Employees may opt to work for four days in a week to get a day off. Poor (2010) ascertains that the commonly type of compressed hours is made up of ten hours per day making forty hours for 4 days. The employee could therefore be in a position to take a day off either Monday or Friday. According to Avery and Zabel (2001) North America workforce practices compressed work hours more than any other country. According to Bird (2010) compressed work hours increases production and job satisfaction improves as well as reducing absenteeism. In a study carried out in Texas 85% indicated it was easier to devote time to their families while 76% indicated that more time was devoted to family responsibilities (Travis, 2010).

Compressed work week has limitations. Work may be disrupted if most employees are absent due to emergencies since it would be difficult to provide for employees to alternate; Employees health may be affected as a result of working for long hours; Meetings and training of employees may also be affected due to different work schedules; Managers may also fail to provide supervision when employees work for extended hours.

Job Sharing
Bliss and Thornton (2010) sees job sharing enabling two employees to carry out the tasks of full-time job by alternating. Job sharing came into existence in mid 1960s. This was meant to provide solutions for those jobs which could not be divided into two part time jobs. Job sharing enables organization to maintain jobs in their full-time capacity and still get the benefit of employees'

expertise (Gliss, 2000). According to Branine (2003) job sharing option allows two employees to alternate work responsibilities. Each employee works on half time basis, for instance, one employee reporting in the morning and the other in the afternoon. However, the employees need to have complementary skills (Kossek & Lee, 2005).

Organizations practicing this form of flexibility have the advantage of sourcing employees' skills and experience in one job; enables tapping of employees' talents; learning from each other; reliefs employees while away; Job sharers are able to maintain their jobs on full time basis (Miller, 2007). The greatest problem arises in getting a suitable partner. If the job sharers are not compatible the arrangement may not work. The issue of overhead costs also arises due to trainings, employee compensations, office machines and equipment. Managers may be uncomfortable with this arrangement since it increases their supervisory roles. Job sharing is not very common in some sectors. According to Miller (2007) in a survey of counselor education forum only 11.1% and 15.8 % had ever participated in job sharing. Some of reasons for its unpopularity is associated with cost; managers difficult in supervision; difficult in recruiting and maintaining accountability.

Concept of Employee Intention to Stay

Intention to stay is defined as employees' intention to stay in the present employment relationship with their current employer on long term basis (Johanim, Muhammad & Umar, 2012). On the other hand, turnover intention refers to as when individual thinks, plan and wish to leave the job (Mobley, Griffeth, Hand & Meglino (1979). However, Fishbein and Ajzen (1975) in Ghazali (2010) described the definition of intention in detail where they refer to an intention approach as "a theory of reasoned action". According to this theory, a person's intention is a function of two basic determinants: one personal in nature and the other reflecting social influence (Ghazali, 2010). In terms of personal factor, it is the individual's positive and negative evaluation of performing the behaviour which can be termed as attitude towards the behavior and it also refers to the person's action to exhibit good or bad behavior (Ghazali, 2010). The second determinant of the intention is a personal perception of the social pressure to perform or not perform the behaviour in question (Ghazali, 2010).

Intention to stay mirrors the employee's level of commitment to his organization and the willingness to remain employed (Hewitt, 2004) in (Noraani, Aminah, Jegak & Khairuddin, 2010). It refers to as the propensity to leave, intent to quit, intent to stay, behavioral commitment and attachment (Halaby, 1986; Mueller, Iverson & Price, 1999). According to Noraani *et al.,* (2010) several studies have revealed that this concept whether it was called intent to stay or propensity to leave, it was clearly the most important determinant of turnover (Tett & Meyer, 1993). According to Steel and Ovalle (1984), Carsten and Spector (1987) and Iverson (1996) intention to stay had a strong negative relationship with turnover respectively. Dalessio, Silverman and Shuck (1986) have emphasized that more concern should be given on intention to stay rather than turnover, as whenever an employee exit, an organization has to incur the cost of recruiting and maintaining another employee.

Intention to stay has its base on social exchange theory. Social exchange theory was developed by Thibaut and Kelley (1959). The theory explained the reasons why individuals had personal relationships with others. The theory also specified the appropriate time when the relationships started and ended. It also emphasized on personal relationships, its costs and benefits (Noraani *et al.,* 2010). Blau, (1964) contend that; social exchange theory posited that good deeds should be reciprocated. Mossholder, Settoon and Henagan (2005) had pointed to

Social exchange theory which proposed that individuals who felt that they had received benefits from others would later feel an obligation and then compensate through effort and loyalty. Effort and loyalty usually could be seen from a shear commitment to their job and strong intention to remain with the present employer (Noraani *et al.,* 2010). Employee's loyalty clearly fit within the framework of social exchange theory since it focused on citizenship behaviour whereby employees stop looking for a new job elsewhere since they felt obligated to stay and repay the organization for support they had received (Rhoades & Eisenberger, 2002). Social exchange theory provides an avenue of transaction between sense of obligation that had led to the sense of feeling responsibility in compensating what had been given by another party which in turn would motivate positive psychological responses as suggested by several researchers (e.g. Bunderson, 2001; Coyle-Shapiro & Kessler,2000) as cited in (Noraani *et al.*, (2010). Through this positive psychological responses employees would tend to be more committed and loyal to the organization and stop looking for a job elsewhere (Bunderson, 2001; Coyle-Shapiro and Kessler, 2000) in (Noraani *et al,* (2010).

Ans, Annelies and Dirk (2006) found employee's staying in decision has found some positive effects on the job content, social atmosphere, work-life balance, career development. Janet (2004) in her PhD thesis for retention of core employee in SMEs in Australia, argued that core employees retention higher if they get high human commitment: with human resource practice and organization factors such as selection (organization fit), remuneration and rewards. Training and career development, challenging work and opportunities and organization commitment such as leadership, team work, organizational culture and policies, work environment; Prateek, Babita, Garwal, Kshama, and Kshama (2011) said organization commitment (ownership, loyalty, attachment), career advancement (career needs, career path, career planning and management), quality of work life (fair compensation, working condition, job Involvement) has some direct and independent effects organizational commitment and intention to stay of core employee. Bhavna and Swati (2012) researched on the quality of working relationships, workplace leadership, having a say, clear values, being safe, the built environment, recruitment, pay and conditions, getting feedback, autonomy and uniqueness, a sense of ownership and identity, learning, passion, having fun, community connections, that can influence organizational commitment and intention to stay of core employee in the organization.

Work Place Flexibility and Employee Intention to Stay
Intention to stay can be defined as the intention of an employee to remain in their current employment relationship on a long term basis (Johanim, 2012). Reducing turnover is a challenge for many organisations. When employees leave the company, they also take away with them "knowledge capital, relationships and investments" (Ghosh *et al.,* 2013). Understanding turnover is not an exact science. Some employees who are not happy or dissatisfied may stay in their job, while others who are satisfied may leave (Price, 1977, cited in Chawla, 2005). However, since employee intention to leave is a very "strong predictor" of actual departure from the company (Vandenberg & Nelson, 1999, cited 13 in Van der Vaart et al., 2015), knowing the factors that influence an employee's intent to stay/leave can assist in reducing turnover.

In any case, intention to stay, whether it is in the form of lower turnover or increased organisational commitment, is positively associated with family-friendly programs such as FWA's (Ghosh, Satyawadi, Joshi & Shadman, 2013). Some other factors influence employee intent to stay. Sanjeevkumar and Wang (2012) examined HR practices and their influence on intent to stay, and discovered in addition to compensation, that organisational commitment,

work-life balance, supervisor support and career opportunities also had a positive effect. Perceived organisational support is the employee's belief that the company is genuinely concerned about their welfare, and is also positively related to intention to stay (Supangco, 2015). If organisations implement these programs that encourage work-family balance, employees may go beyond mere intention to stay, instead becoming corporate citizens that display "work-related behaviour that goes above and beyond that dictated by organisational policy and one's job description (Meyer & Allen, 1997).

CONCLUSION

Flexible work schedules are important element of Organization strategies which should be geared towards retaining a motivated workforce. Flexible work practices have been practiced in both developing and developed countries and both employers and employees have benefitted from them (Perrin (2001). Flexible work arrangements are connected to a number of positive outcomes for employees who access them including better mental health and reductions in stress, burnout, turnover and absenteeism and increases in retention, loyalty, job satisfaction, innovation, creativity and productivity (Galinsky, Bond, Sakai, Kim & Giuntoli, 2008).

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Cultural Diversity Management Strategies and Organizational Performance of Multinational Companies in Nigeria

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***Abstract:** This study investigated the relationship between cultural diversity management strategies and organizational performance of multinational firms in Rivers State. The study is designed as a cross sectional survey and draws data using the structured questionnaire from 208 workers from a population of 464 staff within the multinational firms. The study, using the Spearman's rank order correlation coefficient tested the relationship between the dimensions of cultural diversity management – investiture, assimilation and divestiture; and the measure of organizational performance – creativity. All results revealed significant relationships; hence a rejection of all previously stated hypotheses. In conclusion it was stated that the practice of investiture, assimilation and divestiture enhances the relationship between workers within the organization and also affords them sound supportive grounds upon which they become more aware and are able to improve the overall performance of multinational companies in Rivers State. Thereafter it was recommended that organizations should develop structures that support and facilitate practices such as investiture, assimilation and divestiture within their workplace in a way that facilitates and drives the learning and value alignment of groups within the organization.*

***Key words:** Assimilation, Creativity, Cultural diversity management strategies, Divestiture, Investiture, Organizational Performance, Multinational companies, Rivers State*

1.0   Introduction

Expanding globalization requires more communication among individuals from differing societies and foundations than any time in recent memory. People never again live and work in an isolated commercial center, they are presently part of an overall economy with rivalry originating from about each mainland. Therefore, associations need decent variety to turn out to be increasingly innovative and open to change. In this way, expanding and exploiting work place assorted variety has become a significant issue for the management today. Ewanlen, Ogendengbe and Rebman (2012), set that the method for getting things done in one culture may not generally be the equivalent in another nation. Thus, what is acceptable in one culture might be awful in another. Ewanlen *et al*., (2012), further affirms that cultural contrasts do influence administrative conduct and practices, for example, arranging, sorting out, staffing and controlling. In

accordance with this view Dasanyaka and mahakalanda (2008) note that there is more noteworthy need to adjust to outer and inner changes of hierarchical culture since it has become basic today as the world is moving towards information based economy. Cultural diversity has been characterized as "the portrayal, in one arrangement of individuals with unmistakably extraordinary gathering affiliations of cultural criticalness". It has been concentrated in both lab and field setting. Research center examinations grounded in the incentive in diversity viewpoint (Earley & Mosakowski, 2000). It could be seen from the sneak peaks conversation that cultural diversity (CD) is an inexorably significant marvels that has expanded consideration and significance in the 21st century. There are significant realities and patterns that move this in the start of this century. One of the basic effects of relocation and globalization is the "emotional increment in the chance and need to collaborate with individuals" who are diverse in culture (Thomas & Inkson, 2009). It's quick turning into an unavoidable truth where intercultural connections happen paying little heed to a person's enthusiasm for colleague of someone else from a socially extraordinary foundation. In these cases the circumstance requests everyday associations grinding away, social or in instructive establishments (Allwood *et al*., 2007).

In this way the reasoning has changed on cultural diversity from being a "mixture" to "multiculturalism", tolerating it as a fundamental piece of a general public (Parvis, 2003). These surmisings the way that associations will progressively require globally practiced work power and it's a given that their capacity to deal with the cultural diversity assumes a significant job in their accomplishment later on (Stewart, 2007; Parvis, 2003). The cultural diversity is regularly seen as "a cultural reality", as in a nation "it comprise of residents/occupants with various social foundations" (Roth & Hertzberg, 2010). Such observation acknowledges the way that the nation has occupants from multicultural foundation, instead of it being treasured of it multi-social nearness and thinking about it as an essential assets.

According to Hamde (2008) posits that cultural diversity is experienced and managed at individual, social and at professional level increasingly in this country. This has likewise expanded the consideration and conversations on diversity when all is said and done (Fagerlind & Ekelov, 2001), particularly inside the hierarchical settings that unfurls and is additionally seen as a vital asset (Hamde, 2008,). Further an association is a field where "social development of diversity reveals the communication between the different components and instruments of working life which rises above customary outskirts between work showcase, workplace and work association" (De misfortune Reyes, 2001).

Different specialists likewise call attention to that more examinations inside the field of diversity, from a hierarchical point of view, are required today (De los Reyes, 2000) unmanaged diversity in the work spot may turn into a hindrance for accomplishing authoritative objectives. Consequently diversity can be seen as a "twofold edge sword".

Multinationals are generally regarded as the driving force of economic growth, job creation, and poverty reduction in developing countries (Aremu & Adeyemi, 2011). They have been the methods through which quickened monetary development and fast industrialization have been accomplished (Arinaitwe, 2002; Kiggundu, 2002; Sauser, 2005; Harris & Gibson, 2006). Therefore, the organizational performance of such enterprises offers substantial implications for the wellbeing of developing economies like Nigeria, and can be considered as being of foremost significance since it achieves an incredible appropriation of salary and riches, financial advancement, work and a large group of other positive, monetary elevating factors (Aremu, 2004).

Organizational execution is a definitive ward variable of enthusiasm for specialists

worried about pretty much any region of management. This expansive construct is basic in permitting specialists and managers to assess firms after some time and contrast them with rivals. This is the most important criterion in evaluating organizations, their actions, and environments. It comprises of genuine yield or consequences of an association as estimated against its planned outputs: goals and objectives. Organizational performance measures permit organizations to concentrate consideration on zones that need improvement by evaluating how well work is finished (Sauser, 2005; Kiggundu, 2002).

Every organization aims to sustain its existence and meet the needs of highly competitive markets by continuously improving its performance (Arinaitwe, 2002; Aremu, 2004). Chen and Dodd (2001) described organizational performance as the means of the transformation of inputs into outputs for achieving certain outcomes. Ely and Thomas (2001) described performance as the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. There are several ways to understand organizational performance but a more consistent approach looks at it as the ability of an organization to act and carry out its operations in a manner that is cost considerate and with outcomes that are satisfactory to stakeholders. This is estimated as far as the following parameters; the efficiency of the organizations systems and processes, the level of productivity and the extent to which services or products are innovative or creative; as such satiating existing satisfaction gaps within markets.

Farrer (2006) accepts that, associations planning to grow their market and increase their presentation need to focus on identifying with a multi-social workforce. Jehn and Bezrukova (2004) express that the pattern of having distinctive work capacities and offices in an association that have various societies, includes a solid component of cultural diversity to the present workgroups in numerous associations. For an association to succeed and have a serious edge over the rest in the business, it needs to incredibly grasp diversity to be able to realize its benefits (Farrer, 2006). Having the option to effectively deal with cultural diversity issues just as create and actualize diversity plans gives an association a few advantages (Stahl, Maznevsk, Voigt & Jonsen, 2010).

In recent times, much exertion has been given to organizational performance by researchers and academics (Ittner & Larcker, 2001; Burton *et al*., 2004), but exertion has been given to of such research has been to investigate factors that affect organizational performance in relation to the balance sheet of the organization involved (profit and loss). Moreover, these scholarly researches in their entirety have largely drawn on MNCs within the very defined and stable economic, political and internal structures of Western environment (Lui & Beamish, 2001; Peel & Bridge, 2002). A gap therefore, exists in relation to underdeveloped countries in general and Africa, in particular. This research empirically seeks to investigate the effect of cultural diversity management strategies on the organizational performance of multinational companies, particularly those operating inside the specific situation of Rivers State.

1.1   Statement of the Problem

While much content has addressed the challenges of multinational corporations (MNCs) very little consideration has been paid to the internal dynamics of MNCs themselves so as to completely comprehend their impediments to creativity. The internal dynamics are being looked at as the surrogate for performance, success and failure (Linda & Robert, 2002). Internal dynamics further relate to what happens within the multinational companies (MNCs) themselves, the cognitive processes, the interpersonal relationship, interfaces within the organization, all these are captured by the cultural factors which define and shape the behaviour and level of interrelations within the organization.

This is as Ozoigbo and Chukuezi (2011) noted one of the major problems facing multinational firms and their performance within highly diverse contexts such as Nigeria, can be traced to their poor coordination and harmonization of the various facets, perspectives and orientations which define them as a whole. This has led to high levels of distrust and poor correspondence between groups – thus impacting on the overall functionality of the organization and leading to inefficient systems and low expressions of creativity within the organization with some failing as a result or losing their positions within their markets. This has further impacted on the level of organization's capacity for sustainability given the evident disparities in values and cultural beliefs within the organization (Ozoigbo & Chukuezi, 2011).

Ang *et al.,* (2007) acknowledges that diversity can have both positive and negative impacts on organizations, but the idea of the effect depends on the type of diversity forms that exists rather than the fact of diversity itself. This is as Ahiauzu (2000) states that, a large portion of the writing on cultural diversity effects on organizational execution and behaviour is of poor quality consisting of anecdotes and prescriptions based on western experience and imagination. The unresolved issues yet to be identified in literature supports the view that there are still some cultural diversity management strategies and organizational performance in the territory of information processing techniques that is not yet captured in literature. Perhaps, there is still not enough information on the cognitive processes used in social and organizational context which is why multinational companies may not have taken so much details of it. Unfortunately, this is faced with demand and pressure imposed by external structure in one hand and on the other hand external environment like the host communities which might be attracted in the aspect of social responsibility. Based on the foregoing, this study offers a departure as it investigates the relationship between cultural diversity management strategies and organizational performance of multinational companies (MNCs) in Rivers State.

Aim and Objectives of the Study

The aim of the study is to investigate the relationship between cultural diversity management strategies and organizational performance of multinational firms in Rivers State. Specifically, the study shall seek to:

- Ascertain the relationship between investiture and creativity of multinational firms in Rivers State.
- Investigate the relationship between assimilation and creativity of multinational firms in Rivers State.
- Evaluate the relationship between divestiture and creativity of multinational firms in Rivers State

Research Hypothesis

Ho_1:   There is no significant relationship between investiture and creativity of multinational firms in Rivers State.

H_{02}:   There is no significant relationship between assimilation and creativity of multinational firms in Rivers State.

H_{03}:   Divestiture does not relate with creativity of multinational firms in Rivers State.

2.0 Concept of Cultural Diversity Management Strategies

The writing on work diversity has developed exponentially in the most recent decade in most industrialized countries. An industry of experts offers symptomatic and training apparatuses to address the challenges in the public and private associations. Practice has exposed the early contention that diversity was a 'managerial fad'. Work place diversity is a focal issue of human resource management in modern organizations. Outside and inner weights have delivered the force for diversity to turn into a focal issue for supervisors and all things considered, the pressure will continue.

Furthermore, expanded globalization has fortified the significance of neighborhood personalities and numerous character bunches are requesting a job in administration (McMichael, 2000). The diversification of the once homogeneous work force and the changing arrangement of the workforce will keep on requiring changes in human resource practices and organizational societies to truly welcome new corners or minority cultures. The implication of this trend according to Ospina (2002) is that diversity has to be managed for effective outcome. The common goal of managing workforce diversity is to create an organizational climate and a human resource management system where employee diversity becomes 'normal' condition of organizational life. Thomas (1999) described this objective as far as a thorough administrative methodology planned for making a hierarchical domain that works normally without uncommon exertion, thought, or program for all representatives, paying little heed to how unique they may be.

Knouse and Danspy (1999); Kolpin and Singell (2000) in their works gave diversity management a strategic and behavioural approach therefore requires that policies and programs for managing diversity should be well designed by top management and ensure strict compliance. The concession given to strict compliance in their argument emphasized organizational belief in all the programs created to manage diversity and perhaps their belief on the positive outcomes of diversity management. It has also shown that managing diversity requires a pragmatic and retention approach to create worker work fulfillment and retention.

2.1 Concept of Investiture

In another dimension Cable and Judge (2003); Chatman (2003); Berry and Sam (2004) contributed to the socialization approach through their investiture strategy. It derives from the primary beliefs of the divestiture strategy and the practice according to them qualifies it for what they referred as institutionalized socialization. Investiture strategy forces individuals to fit to the organization and this makes it difficult for those who had wished their culture is retained. It is characterized by a structured program providing a mentor relationship by placing experience member with new employee. The implication of the investiture strategy to managing cultural diversity is the acute rigidity that manifest through its practice. If the strategy was designed to tap of the benefits of diversity, the practices certainly dwindles the outcome since new employees thinking is done for them by their mentors who are equally constrained by existing work place culture. The strategy tends to emphasis a culture that breeds homogeneity and perhaps this accounts for why them others refer to it as institutionalized socialization. All the same, Olmeclo (2004) believes that it strengthens organizational culture.

2.2 Concept of Assimilation

Assimilation happens when representatives at the acquired organization eagerly grasp the social estimations of the procuring association (Wisdomjobs.com, 2018). Corporate cultural conflicts are less inclined to happen with this procedure on the grounds that the procured organization

frequently has a frail, useless culture, while the obtaining organization's way of life is solid and lined up with the outside condition (Wisdomjobs.com, 2018). Kokemuller (2019) viewed assimilation strategy in business as the ability of a workplace to quickly bring a new employee up to speed with regard to the organizational culture and how workers associate with one another and business clients. Assimilation approach (Adler, 2000; Kirchmeyer & McLellan, 2000; Tatli, 2005; Kirton & Green, 2006). Thomas & Ely (2006) differentiate existing ways to deal with diversity as per the fundamental way of thinking of the administrators in question. A few endeavours depend on a diversity reasoning that expects to accomplish relative portrayal. Right now anticipate that all representatives should acclimatize to the prevailing cultures. Dass and Parker (2008) called this discrimination and fairness paradigm. Deviances from the standard are seen at any rate as nuisance. This strategy for managing diversity as proposed by the authors has attracted wide range critics both in content and intent. The emphasis placed on cultural homogeneity as its precondition for usage negates the belief of multiculturalism and its associated gains which is the core for ensuring management of diversity. Tatli (2005) however noted that people feel valued and empowered where they are allowed to exhibit some of their shared beliefs and not allow them to be subsumed by the majors.

2.3   Concept of Divestiture

Divestiture according to McMillan and Pelled (2005) promotes an atmosphere of equal power among members while at same time avoiding cultural dominance in which disproportionate power is vested in individuals from one culture over those from other cultures. The objective is to create an atmosphere in which all members within the organization can feel free and comfortable to participate and contribute their opinion and ideas.

2.4   Concept of Organizational Performance

The result of research on high or low performing organization characteristics have been largely documented in management literature. It also assert the level of rigorous input towards understanding the functioning dynamics of firms so as to achieve the goal of profitability, market share, reputation, increased competitive advantage what's more, amplification of investors riches among others. Similarly, organizational performance has in its theoretical and practical attention attracted several definitions and measures. All these variation no doubt, which also implies lack of scholastic consensus is often ascribed to the idea of the multidisciplinary perspectives that management sciences is characterized. Strahel, (2008) theorized that organizational performance refers to the effectiveness of organizations in fulfilling its purpose. He further noted that returns on financial benefits to shareholders as its purpose can be said to be a performing firm likewise those with run-financial benefit who meet service goals are equally acknowledged as performing. Kostenham (2006) defined organization performance in the light of meeting productivity goals. Productivity in this definition refers to meeting customers demand and perhaps at a satisfactory degree of value and quantity. For instance, Chevron a multinational company has always trained several indigenes in its host communities. By training these youths that can be employed will result to higher productivity level.

Ricardo (2001) clarifies that there is a contrast among performance and efficiency. Productivity being a proportion delineating the volume of work finished in a given measure of time. Performance being a more extensive marker that could incorporate efficiency just as quality, consistency and different variables. As of late, numerous associations have endeavoured to oversee hierarchical performance utilizing the parity scorecard procedure where performance is followed and estimated in various measurements, for example, money related execution, client

care, social responsibility, and employee stewardship. Khan and Khan (2011) asserts that organizational performance depends on various factors including the contributions of human resource capital. This is because human resource in an organization assumes a significant job in the growth and organizational performance.

2.5   Concept of Creativity

Hurley and Hult (1998) define creativity as the notion of openness to new thoughts as a part of a company's culture, a proportion of the association's direction toward development. Inventiveness manages the way of life and thinking about the firm. Given that creativity has an immediate relationship to development, it is normal that firms pursuing innovation as a strategy would pursue creativity as part of their culture, striving to make it a core competency. Creativity, according to Hurley and Hult (1998), is obtained through "cultures that emphasize learning, development, and participative decision making." It is an established fact that creativity is not a sufficient condition to yield innovation, it typically serves as a catalyst for innovations to occur because it creates a firm's internal environment that fosters the exploration of customer information or new operational forms (e.g., the advancement of new relationship structures with inventory network accomplices) in manners that satisfy current neglected as well as foreseen future needs. While conceptually creativity bodes well, finding a typology that adequately catches creativity is a test. Numerous ongoing investigations have focused on how firms enhance, and have found a positive association between advancement and organizational performance (Klomp & Van Leeuwen 2001; Vincent, Hanson & Jowel, 2004). Despite efforts to explore creativity, its structure and dimensions at the firm level, let alone across a supply chain, are still being advanced. Likewise, various scales for estimating an association's creativity are offered over the writing. Thus, there is no normally acknowledged typology and estimation of creativity.

2.6   Theoretical framework
2.6.1   Resource Dependency Theory

Resource dependency theory (RDT) is a theory developed by Hansen and Wernerfelt (2001) which focuses on how the outside assets of associations influence the conduct of the association. The obtainment of outer assets is a significant principle of both the vital and strategic administration of any organization. All things considered, a theory of the outcomes of this significance was not formalized until the 1970s, with the production of the outside control of associations: an asset reliance point of view. Resource dependence theory has suggestions with respect to the ideal divisional structure of organizations; enrollment of board individuals and representatives, creation systems, contract structure, outside hierarchical connections, and numerous different parts of authoritative methodology affects the performance of the organization.

Additionally, Azofra and Martinez (1999); Flu (2002) reinforced the resource dependency thinking that greater cultural distance may force MNCs to look for local support with the aim of facilitating product adaptation. Sharing risks and avoiding mistakes and also acquiring management skills on a local level and even to delegate culturally sensitive tasks, stressed resource dependency theory. All these will help the enterprise to be well entrenched within its operational environment and exploiting an upper hand for high performance. The essence of resource dependency theory in organizational performance is to increase its performance level by depending on the human capital resources and equipping others with the requisite skill to function well in the organization (Dein, 2001), while the present study is

concerned with cultural diversity management strategies and organizational performance of multinational corporations in Nigeria.

2.7 Empirical review

Ukachukwu and Iheriohanma (2013) carried out a study entitled: cultural diversity management strategies and organizational performance in the food and beverage industries in Lagos State, Nigeria. Their specific objective was to find out employee productivity in work organizations in Lagos State. The population of the study was four hundred (400) employees from top three companies in the food and beverages industries in Lagos adopted a descriptive survey with a structured questionnaire and Multiple regression and correlation analysis as it statistical tools. The findings of the study show a significant relationship between cultural diversity management and organizational performance with a statistical output of p value (0.846) as against the (p<.005). This result shows that effective cultural diversity management strategies can enhance performance in the organization (Vorhauser-Smith, 2012).The study concludes that cultural diversity speaks to both a test and an open door for business and corporate element. In addition a growing number of progressive organizations are realizing the needs for valuing diversity in the organization, so as to ensure strategic utilization of human resources for the accomplishment of strategic goals. The study recommended that Managers need to communicate more to employees, to give the workers the room to confide in them with their challenges. Managers should also be prepared to change some part of their company techniques when the diversity management techniques adopted are not working effectively but before doing so, the vision for the change must be communicated effectively to the employees. Moreover, managers should adopt some change management principles to guide them on the decision making of the change.

Dike (2013) conducted a research on the impact of Divestiture on organizational performance among employees of Stretrch Group, Finland. The objective was to establish the relationship that exist among the employees A population size of 1035 employees was adopted with a sample size of 126 which were randomly selected. The descriptive research design was adopted and the ANOVA statistical tool was used for data analysis. The result shows a significant relationship between divestiture and organizational performance with ANOVA output of p (0.885) as against p (0.05) level of significant. The investigation found that divestiture is a factor to use in improving diversity management issues in the organization, because it helps to eliminate discrimination issues in the organization. The study concludes that divestitures should be made a viable strategy in the organization if the employers want to effectively manage diversity and increase performance. The study recommends that persistent campaign of incremental changes that discover and destroy the deeply embedded roots of discrimination should be utilized in the organization. The study above is related to this study because it is worried about the foundation of the relationship that exist among the employees while this study is concerned with cultural diversity management strategies and organizational performance of Multinational Companies.

3.0 Methodology
3.1 Research Design

This study adopted a cross-sectional survey design and data generated through self-administered structured copies of questionnaire described personally to the target organizations of interest. This design is chosen because of the nature and characteristics of the study, which primarily engaged social phenomena concerned with human interactions and organizational activities. This included the determination of knowledge and the views of various social units and actors

within the specified context as regards the manifestation of the variables: cultural diversity and efficiency.

3.2   Population of the Study

The accessible population for this study comprised a total of 464 top level personnel where (top level managers = 14, middle level managers = 63 and supervisory staff =387 drawn from the regional offices of the 6 multinational oil and gas firms in Rivers State formed the population of the study. Presented in table 1 is the distribution of the population and the list of the 6 multinational companies.

Table 1 Population for the study/Sample Population

Multinational Companies	Top level Managers	Middle level Managers	Supervisors	Total
SPDC	2	12	56	70
Agip	3	15	88	106
Chevron	3	11	61	75
Mobil	2	8	22	32
Elf	2	8	79	89
Saipem Drilling	2	9	81	92
Total	14	63	387	464

Source: Researchers Field Survey, 2019.

This study therefore utilized the Taro Yamane 1970 sampling formula in its decision on an appropriate size for representing the entire population. An error precision value of 0.05 was adopted in calculating the sample size given the adoption of a confidence interval of 95% (Baridam, 2001; Bryman & Bell, 2003). The Taro Yamane's Formula is shown as:

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

Where:

n = the sample size to be determined

N = the population of the study

e= level of significance

1= constant

Therefore,

$$n = \frac{464}{1+464(0.05)^2} = 215$$

n = 215

Based on the total sample size of 215 of the managers of multinational firms, sample size was adopted using Bowley's 1960 population proportional allocation formula given as:

nh = $\frac{nNh}{N}$

nh = number of units allocated to each firm

n = total sample size

Nh = number of staff in each company

N = population size

Table 2: Proportionate Distribution of the Sample across the Firms

Multinational Companies	Top level Managers	Middle level Managers	Supervisors	Total	proportion calculation	proportion allocated
SPDC	2	12	56	70	nh = $\frac{70\ (215)}{464}$ = 32	32
Agip	3	15	88	106	nh = $\frac{106\ (215)}{464}$ = 49	49
Chevron	3	11	61	75	nh = $\frac{75\ (215)}{464}$ = 35	35
Mobil	2	8	22	32	nh = $\frac{32\ (215)}{464}$ = 15	15
Elf	2	8	79	89	nh = $\frac{89\ (215)}{464}$ = 41	41
Saipem Drilling	2	9	81	92	nh = $\frac{92\ (215)}{464}$ = 43	43
Total	14	63	387	464		215

Source: Nigerian Stock Exchange 2019

3.3 Method of Data Analysis
The hypotheses were tested using inferential tools such as the Spearman's rank order correlation coefficient. This choice of data analysis tools in the test for hypotheses are utilized based on their noted flexibility for both linear and non-linear distributions (Neuman, 2006)

4.0 Result and Discussions
A total of 215 questionnaire copies were administered in line with the calculated sample size of the study, however, only 208 copies were retrieved from the companies. This was as a result of the unavailability of some of the participants during the fixed day for retrieval and the inability of some to complete their copies as a result of busy work schedules. Copies retrieved were thereafter cross-checked for errors and blank sections. The results revealed that all retrieved

copies had no error issues and were therefore coded subsequently into the SPSS software for further analysis.

The results for the bivariate analysis of the relationship between the dimensions of cultural diversity management strategies and organizational performance is presented in this section. The tests (two-tailed) were carried out at a 95% confidence interval using the Spearman's rank order correlation coefficient. The hypotheses examined the effects and influence of three dimensions of cultural diversity management strategies (investiture, assimilation, divestiture) on the measure of organizational performance (creativity). The $P < 0.05$ $< P$ critical region is adopted as the decision rule in the acceptance (where $P > 0.05$) or rejection ($P < 0.05$) of the null hypotheses.

Table 3: Investiture and creativity

			Investiture	Creativity
Spearman's rho	Investiture	Correlation Coefficient	1.000	.442[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Creativity	Correlation Coefficient	.442[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

Source: Survey data, 2019

The result for the relationship between investiture and creativity reveals that investiture is significantly associated with creativity (where rho = .442 and P = 0.000), The results indicate that at a significance level of $P < 0.05$ and thus based on the decision rule for acceptance (where $P > 0.05$) or rejection ($P < 0.05$) of the null hypotheses; the evidence of the analysis indicates that investiture is significantly associated with creativity.

Table 4: Assimilation and creativity

			Assimilate	Creativity
Spearman's rho	Assimilate	Correlation Coefficient	1.000	.562[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Creativity	Correlation Coefficient	.562[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

Source: Survey data, 2019

The result for the relationship between assimilation and creativity reveals that assimilation is significantly associated with creativity (where rho = -.562 and P = 0.000), The results indicate that at a significance level of P < 0.05 and thus based on the decision rule for acceptance (where P > 0.05) or rejection (P < 0.05) of the null hypotheses; the evidence of the analysis indicates that assimilation is significantly associated with creativity.

Table 5: Divestiture and creativity

			Divestiture	Creativity
Spearman's rho	Divestiture	Correlation Coefficient	1.000	.669[**]
		Sig. (2-tailed)	.	.000
		N	208	208
	Creativity	Correlation Coefficient	.669[**]	1.000
		Sig. (2-tailed)	.000	.
		N	208	208

Source: Survey data, 2019

The result for the relationship between divestiture and creativity reveals that divestiture is significantly associated with creativity (where rho = -.669 and P = 0.000). The results indicate that at a significance level of P < 0.05 and thus based on the decision rule for acceptance (where P > 0.05) or rejection (P < 0.05) of the null hypotheses; the evidence of the analysis indicates that divestiture is significantly associated with creativity.

Discussion of the Findings`

Investiture contributes significantly towards the creativity of multinational firms in Rivers State

Investiture is revealed to impact on creativity of multinational firms in Rivers State. The findings reveal that instead of involving merely the cognitive, symbolic and professional adaptation to the new working environment, the process of investiture also assumes processes of social adjustment and acceptance by others. In spite of the way that social abilities in the structure of assessing the workers' activity execution are appraised dependent on gauges while not represented in the general organizational presentation, they are vital for a decent hierarchical atmosphere (Chatman, 2003; Cable & Judge, 2003). Also, by contributing to the improvement of social and interpersonal communication and interaction, investiture also improves the levels of synergy and enable better business results to be accomplished. Social abilities, regardless of the way that they are significant components of human capital, are still underestimated as a type of immaterial

assets impacting esteem creation over the long haul. The shortage right now led to execution related issues with respect to human relations at the work environment.

Assimilation has a significant impact on creativity of multinational firms in Rivers State
Evidence shows that assimilation significantly impacts on creativity of the multinational firms in Rivers State. Scholars have identified several outcomes that measure the assimilation of organizational members. In particular, assimilation is positively correlated to job satisfaction (John, 2000), organizational identification (May, 2001), and organizational commitment (Chatman, 2003), and negatively correlated with propensity to leave (Okunoye, 2001). As it were, representatives who are effectively acclimatized have positive emotions about their activity and their manager, firmly think about the qualities and interests of their association when deciding, and are probably not going to cut ties with their boss. Evidence proposes that fruitful osmosis powerfully affects a few of the above results. Nivi (2000) found that organizational absorption affects work fulfillment and all things considered contributes towards organizational performance than socioeconomics, for example, sex, age, training level, conjugal status, industry, position, and month to month pay. In addition, perceptions of assimilation positively predict job satisfaction, commitment to the organization, and satisfaction with the workplace (Thomas & Ely, 2000). Assimilation is also noted to enhance job satisfaction which reflects the extent to which workers like or abhorrence their jobs. Job dissatisfaction may lead to low profitability (Cox & Nickelson, 1999) and propensity to leave (Tatli, 2005) – costly outcomes for employer organizations. Job satisfaction as an assimilation variable has been characterized in very wide terms. For Nivi (2000), work fulfillment comprises of representative fulfillment with co-workers, pay, advancement, bosses, and the errands of the position. Kokemuller (2019) study corresponded these features of fulfillment with segments of absorption, for example, training, comprehension of the organization, co-worker support, and future prospects within their employer companies.

Divestiture significantly impacts on creativity of multinational firms in Rivers State
Divestiture is revealed in the analysis to significantly impact on creativity of multinational firms in Rivers State. This is as communication between supervisors and new incumbents during the acculturation process is vital, because organizational members must decipher how best to interact with one another (Chatman, 2003). Becoming familiarized with both newcomer and supervisor communication styles is important in order to foster a welcoming, dynamic and supportive environment (Louis, 2000). Pelled (2001) posited that subordinates who perceive support through their managers' communication style experience communication satisfaction. Interpersonal interaction through face-to-face communication, for example, is a vital means to facilitate accurate task interpretation, foster perceptions of availability and readiness to draw in with one another (Chatman, 2003). Thus, an employee may experience satisfaction with supervisory and peer communication through task clarification and fostering of interpersonal relationships, all of which take place during structured cultural diversity management.

5.0   Conclusion
The finding from our analysis reveals a significant correlation between cultural diversity management strategies and creativity. The analysis also showed that practices related to cultural diversity strategies (investiture, divestiture and assimilation) were substantial and well appreciated by participants in the respective organization. Therefore, in view of these perceptions

and the results of the hypotheses which revealed significant associations between both variables; the following assertions and conclusions are hereby proffered:

i. That the practice of investiture enhances their relationship with workers within the organization and also affords them sound supportive grounds upon which they become more aware and are able to improve the creativity of multinational companies in Rivers State.

ii. Assimilation has a substantial impact on the features of workplace relationships and the level of correspondence between groups within the organization; thereby contributing towards the creativity of multinational firms in Rivers State.

iii. Divestiture contributes towards the recognition and involvement of various groups within the organization; hence, it has a substantial influence on the creativity of multinational firms in Rivers State

5.1   Practical Implications

Based on the summary and conclusion above, the following recommendations are proffered:

i. Organizations should develop structures that support and facilitate investiture within their workplace in a manner that facilitates and drives the learning and value alignment of groups within the organization

ii. Assimilation policies should aim at driving the harmonization of individual goals and orientations with those of the organization through clearly defined processes and practices that are flexible, reflexive and well structured.

iii. Divestiture should be emphasized using policies and programs designed to drive its appreciation within the organization in a manner that is healthy and which is supportive of group cohesion and collaboration within the workplace

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Participatory Management and Organizational Performance of Manufacturing Firms Rivers State

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Abstract: *Participatory management induces worker satisfaction, motivation and commitment to work when work environment is perceived to be supportive and encouraging; this study examined the relationship between participatory management and organizational performance of manufacturing firms in Rivers State, Nigeria. Cross sectional research design was adopted in studying fifteen (15) of these firms. We included all levels of employees to constitute our respondents constituting the population of the study. From the field survey, one hundred and eighty three (183) copies of questionnaire were retrieved and analyzed from the participants; Spearman's rank correlation coefficient statistical tool was used to determine the relationship existing between the variables while the p-value obtained were used to test hypotheses developed for the study. Findings revealed the existence of significant relationship between the dimensions of participatory management namely; decision domain, degree of participation and structure, and organizational performance. It was then concluded that practices directed at enhancing levels of participation of subordinates in the decision making process should be encouraged in the organization as this will ultimately enhance the performance of workers thus leading to positive organizational outcomes. This gave rise to our recommendations for the manufacturing firms and other business organizations operating in this era of heightened competitiveness; that they should strive to involve every organizational member in the decision making even in strategic matters as each has vital input to lend and that way a sense of belonging is built in the workers to motivate them remain productive and contribute without retrains to the attainment of organizational goals and objectives.*

Key words: *Decision domain, Degree of participation, Structure and Organizational Performance*

Introduction

In today's turbulent business environment shareholders, and stakeholders has great expectation from modern managers and leaders of business organizations on the performance status of their establishments, they want to know the performance level of the organization where they have their investment and this is as a result of the impact of competition on the operations of businesses today, incessant changes in technologies, approaches and methods of processing goods and services to meet the ever changing needs of customers and other relevant stakeholders to whom the organization is obliged to. For success therefore, every organization irrespective of size and market share strives to retain high performance levels in the business environment in order to remain competitive and survive. There is no universal definition of organizational performance.

According to Ackers, Wilkinson and Dundon (2010) defined organizational performance as the achievement of the organizational goals and objectives in relationship to its standard. Marchington (2004) defined organizational performance as the accomplishment of the organization through the contribution of the employees to the strategic goals of the organization. Organizational performance simply refers to how well a firm is doing to get the vision, mission and the goals of the firm achieved (Verboncu & Purcaru, 2009).

Richard, Devinney, Yip and Johnson (2009) explained that organizational performance involves analyzing firm's performance against its objective and goals. In other words, firm performance comprises real results or outputs compared with targeted output levels, and the analysis focuses on three main outcomes; financial performance, product market performance and shareholders return.

Verboncu and Purcaru (2009) Managers must have knowledge of the performance level of their organizations from time to time in other to know the strategy they need to put in place to accomplish desired goals of their organization, and the assessment of performance was based on work, people and organizational structure (Georgopoulus & Tannenbaum, 1957). During the 60s and 70s, organizations started exploring new methods on how to evaluate their performance and at that time performance was defined as the ability of an organization to exploit its business environment in other to have access to the limited resources available. Later in the 80s and 90s, managers began to realize that the organization can be successful if they accomplish their goals (Lusthaus& Adrien, 1998).

Literature Review
Concept of Participatory Management
The term participatory management is important in today's business organization and is traceable back to scholars like Douglas McGregor, Kurt Lewin, Michael Porter, Chris Argyris (Marchington, 2004). Participatory management was introduced by Hawthorne in 1930s. In his experiment and he state that, worker feel satisfied, motivated, and committed to work when they perceived their work environment to be supportive and encouraging (Crane,1979). Participatory management is a leadership styles that helps organization achieve performance, in today's unbalanced business environment (Kalami & Tonsma, 2005); in the current business environment, employees have strong desire to be involved in decision making.

For any organization to be prosperous, the managers need to see their employees as vital resources and keep the staffs satisfied, because the performance of any organization is tied to their employee. Employee participation in decision making is not a current management practice and if applied appropriately it will improve organizational performance, productivity and job satisfaction (Chandrasekar, 2011). Globalization is putting pressure on manufacturing companies to produce quality products and services and for this to be accomplished managers are now engaging competent staffs who can make sound decision that will help to achieve higher organization performance, participatory management help to develop cooperative and powerful work force. Employees will identify with the organization when they feel a sense of involvement. In a psychological supportive climate, employees are made to take responsibility, and contribute to the organization performance (Crane, 1979). Participatory management is used to satisfy employees and also motivate them in order to increase organizational productivity and performance (Hopes, & Wall1, 1976). Participatory management is a form of management where staffs of an organization are activity involved in firms decision making process, managers who

understand the value of human skills and intellect apply the concept in other to seek a strong relationship with his employees. Managers know that employees are the key facilitators that deals face to face/and directly with the customers and satisfy their needs. To gain competitive advantage and beat competition in today's business world such that decisions to stay ahead of global or domestic competitors are made, this form of management is adopted by many manufacturing organization.

Decision domain and Organizational Performance
According to Somech (2002), decision domain means the areas in which managers permits employees to make decision in an organization, and the broad areas are. Taking part in setting goals, designing the job, making decision that involve solving problems, defining the issues and setting the alternative course of action, setting company policies that might involve hiring, layoffs, profit sharing or investment. Decision making is the most vital operational activities managers undertake in other to ensure organizational are effectively managed. Decision making is an indispensable aspect of management function in all organization. The key decision areas of an organization are profitability, productive, innovation, product quality, mark share, growth and stability (Ramstad, 2008). Pot (2011) state that decision making is the way by which managers respond to the opportunities and threats that are facing them, by analyzing the options and making decisions about specific organizational goals and course of action, a good decision made by managers will help to improve organization performance.

Wood (1976) decision making is a managerial function that involves the process of identifying alternatives and choosing an alternative course of action that will help managers to solve potential problems and addressing an opportunity that open up in business. Effective decision will always lead to organizational productivity, and enhance performance. Somech (2002) stated that in today turbulent business environment, they are a lot of competition between organization, due to the scarce resources in other to harness resources and gain a competitive advantage over other competitors, and survive managers are now allowing employees to take part in decision making process and come up with innovative ideas that will improve productivity and product quality.
H0₁: There is no significant relationship between decision domain and organizational performance of manufacturing firms in Rivers State.

Degree of Participation and Organizational Performance
Degree of participation means the steps/ stages of employee participation in decision making and the level of control employees have over their works and organization. Somech (2002) state the degree of participation as, autocratic decision making, information sharing, consultative decision making, democratic decision making. McGraw (2001), posits that in a democratic participation, the manager or leader gives up complete ownership of the decision and, let employees make decision about the organization. The manager then shares the problems that the organization is facing with the subordinate, and together they analyze the problem and arrive at a mutually accepted solution that will help the organization achieve performance.
Marchington (2004) in an autocratic participation style, the manager makes the decision on his or her own with all the information gathered from employees. The manager takes responsibility for the final decision. This is the best style managers use to make emergency decision. In information sharing managers gather all the necessary information from their employees and

then make the decisions, the reason manufacturer managers are gathering information from employees is because employees are the one that make use of direct resources of the organization, they are also closer to the customer of the organization than most managers (Weiss *et al*., 1998)

H0$_2$: Degree of participation has no significant relationship with organizational performance of manufacturing firms in Rivers State.

Participatory Management Structure and Organizational Performance

Participatory management structure means the formal and informal participation within an organization. Pot (2011) Participatory management structure can be formal or informal, in a formal structure the decision is made by top management and passed down to the lower level employees who implement decision, made from above, employees are not usually solicited for their opinions or ideas about how their organization should operate, and this form of participation has not really contributed to organizational performance because it is only the top managers that makes decision about how productivity and product quality will be achieve, in this form of participation employee at the lower level of the organization are not consulted for their opinions on how to achieve organizational performance.

According to Ramstad (2008) In an informal participatory management structure, organizations does not operate under the guidelines of a written document that spells out the rules, regulation and claim of command, in this structure of participation managers are flexible, that is they give employees the authority to share in decision making. When manager gather to plan on how to improve performance through productivity and product quality, employees at the lower level are involved in the decision making process.

H0$_2$: Participatory management structure has no significant relationship with organizational performance of manufacturing firms in Rivers State.

Relationship between Employee Participation in Decision Making and Organizational Performance in Manufacturing Companies

There is a significant relationship between employee participation in decision making and organizational performance, for any organization to experience improve growth and performance, employees have to be involved in the decision making process (Hyman & Thompson, 1999). Many scholars are of the opinion that employee participation in decision making contributes to organizational ability to enhance the quality of decision making by increasing the inputs and promotes commitment to the workplace (Marchington, 2004).

Employees who are given the responsibility to take decision in their organization are found to be highly satisfied with their job and will lead to organizational performance. Organizational performance can be enriched by so many factors and employee participation in decision making is one of the factors. Mafini and Pooe (2013) stated that employee involvement is mainly for firms performance, in other word organizational performance will improve when staffs ideas are accepted by management. To maximize performance, employers of labor must value and train its most important resources which is the staffs, for performance to be achieved the organization needs the abilities, initiative and co-operation of every member process because the human resources is the greatest asset of every managers that seek to accomplish performance.

Employees are joyful when they are allowed by management to make decisions and when their suggestion is implemented. This will increase the self-esteem of the staffs and enhance performance of the organization.

Methodology
This study adopted a cross sectional survey research design in studying fifteen (15) manufacturing firms which forms our accessible population, however our study units include the managerial employees of the firms having that our unit of analysis is organizational and such employees are to stand in proxy for the organization. The human resource department provided us the data on functional departments within the organization. Of these fifteen firms, 299 copies of questionnaire were distributed; however we retrieved and analyzed one hundred and eighty three (183) copies from managers who were our study objects. The instrument with which we elicited data from the respondents is the questionnaire and was analyzed using Spearman's Rank order coefficient of correlation statistical tool.

Results and Discussion
Table 1.1: Spearman' rank order correlation coefficient: A test of association between the variables

Correlations

			Decision.Domain	Degree.of.part	Part.Mgt.Struc	Org.Perf
Spearman's rho	Decision.Domain	Correlation Coefficient	1.000	.872**	.973**	.887**
		Sig. (2-tailed)	.	.000	.000	.000
		N	183	183	183	183
	Degree.of.part	Correlation Coefficient	.872**	1.000	.970**	.698**
		Sig. (2-tailed)	.000	.	.000	.000
		N	183	183	183	183
	Part.Mgt.Struc	Correlation Coefficient	.973**	.970**	1.000	.825**
		Sig. (2-tailed)	.000	.000	.	.000
		N	183	183	183	183
	Org.Perf	Correlation Coefficient	**.887****	**.698****	**.825****	**1.000**
		Sig. (2-tailed)	.000	.000	.000	.
		N	183	183	183	183

**. Correlation is significant at the 0.05 level (2-tailed).
SPSS output, Version 20 – Field Survey, 2020

Table 1.1 presents Spearman's rank order correlation run to ascertain the relationship between leadership support and organizational performance as reported by one hundred and eighty three (183) respondents. A strong positive correlation coefficient value was reported between variables which were statistically significant (rho = .887**, p = .000 < 0.05 (alpha value) this suggests that there is significant relationship between decision domain and the criterion variable; also degree of participation and organizational performance reported significant values of correlation (rho = .698**, p = .000 < 0.05); accordingly, participation management structure and the criterion variable (organizational performance) reported significant values of correlation (rho = .825**, n = 183, p = .000 < 0.05).

Decision: The null hypotheses stated are rejected and we state that there is significant relationship between the dimensions of participatory management and organizational performance of manufacturing firms in Rivers State.

Discussion of Findings
The study examined the relationship between participatory management and organizational performance of manufacturing firms in Rivers State; three (3) hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus;

i. The result of the tested $H0_1$ revealed the existence of a significant relationship between decision domain and organizational performance; (rho = .872**, p = .000); according to Somech (2002), decision domain means the areas in which managers permit employees to make decision in an organization, and the broad areas are; taking part in setting goals, designing the job, making decisions that involve problem solving; this in turn motivates the productivity of individual workers in the organization; hence this theoretical position supports our empirical conclusion.

ii. The tested $H0_2$ revealed the existence of a significant relationship between degree of participation and organizational performance; (rho = .796**, p = .000< 0.05); McGraw (2001) stated that in a democratic participation, the manager or leader gives up complete ownership of the decision and lets individual employees make decisions; when this happens the morale of the workforce is enhanced to put in more effort in being productive.

iii. The result of the tested $H0_3$ showed that structure and the measures of organizational performance reported significant relationship with each other (rho = .818**, p = .000 < 0.05); In the opinion of Ramstad (2008),in an informal participatory management structure, organizations do not strictly operate under the guidelines of written documents that spell out rules, regulations and chains of command and because the flexibility associated with the structure, a sense of responsibility is built in each worker to play his own part actively thus resulting into increased productivity levels in the system; this assertion again supports our empirical position.

Conclusion
Empirical reports from data analyzed lend the following conclusions relative to the scope of our study; Decision domain directly relates with organizational performance; the domain will explain the concentration and source of decisions and how that every other organizational member respond to the outcome of such decisions, therefore when the domain is not strictly centered on the superiors and heads, positive outcomes will undoubtedly be elicited from subordinates for organizational wide success.

Accordingly, degree of participation is significantly related with organizational performance as it concerns how the organization includes its workers in the strategic decision and planning process; where the degree of participation is high, workers are more productive because they feel they are part of the organization, but where the reverse is the case, the sense of belonging that boosts their morale into high performance levels is taken away.

Similarly, the predominant structure had significantly reported a strong influence on organizational performance; this is as a result of perceived flexibility and ease and free flow of

communication across all organizational levels thus engenders involvement and all the positive outcomes thereof.

Recommendations
Based on the conclusion of this study, the following are recommended;

i. It is risky to operate or function within this era of heightened competitiveness without your front line employees having the knowledge of the fact that they relate with your customers, for this reason, modern organizations should strive to decentralize the decision domain in their given systems.

ii. The workforce should be given considerable degrees of participation; this will boost their morale and perception as being regarded as valuable assets in the organization so as to work with their organization attain objectives and goals of the organizations.

iii. Business organizations should ensure flexible structures are maintained such that will not hinder free flow of information across departments and units, so that every information obtained from the environment is immediately processed and translated into outputs to yields favorable returns for the organization.

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Advertising Appeal Strategies and Customer Loyalty in Oil Marketing Firms in Rivers State

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Abstract: *The study examined the relationship between advertising strategies and customer loyalty in oil marketing firms in Rivers State. The cross sectional survey design was adopted. The target population for the study comprise of the 105 top and middle level managers of five selected Oil marketing firms in Rivers State region of Nigeria. Thus, 105 copies of questionnaire were administered but 70 were duly filled and returned. Spearman rank correlation was used to test the relationship among the study variables through the help of statistical package for social science (SPSS) version 21.0. The study revealed that there exist a significant and positive correlation between emotional appeal and rational appeal with low customer defection and customer referrals respectively. The study recommends that Oil marketing firms should place more premium on emotional appeals as this has the highest positive relationship with customer loyalty. It also recommends that a continuous investment should be made on advertising as findings revealed that all its dimensions have a great impact on customer loyalty.*

Keywords: *Advertising Strategies, Customer Loyalty, Emotional Appeal, Rational Appeal, Customer Defection, Customer Referrals*

INTRODUCTION

The oil sector provides over 80% of the main revenue and very critical to our natural surrounds. The oil and gas industry is usually divided into three major sectors: upstream, midstream and downstream; one of these three, provide the greatest challenge to delivery performance. The downstream sector is the refining and processing of petroleum crude oil, the marketing and distribution of products derived from crude oil and natural gas (Hamzi, 2002). This industry is highly competitive and helps in providing income, increase Gross Domestic Products, and employment which are significantly important for the citizens and the nation.

Similarly, advertising has become one of the most important commercial activities in the modern competitive environment (Tung, 2008). Companies spend a large part of their budget to produce and run advertisements to communicate information about their company and products. Companies hope that consumers will purchase their products due to advertisements and using the right appeals which deliver messages about a certain brand and its products that meet their needs. Thorson and Leavitt (1992) stated that the best prophet for purchase is advertising.

Furthermore, advertising appeal is an approach used to attract attention of consumers and/or to influence their feelings towards the product, service, or cause (Moriarty, 1991). Kotler (1997) as cited in Lin (2011) assert that appeal is the heart of an advertisement because of its driving force. Advertising appeal is capable of converting a potential customer and retains existing customers thereby making them loyal to the product but irrelevant and unfavorable advertisement appeal will lead to customer disloyalty irrespective of it seemingly message drive (Khuong, Hoa, and Nauyenm 2016). They concluded that, rational and emotional appeal influence customers switch and referral.

Consequently, Asemal and Edegoh (2013) assert that emotional and rational appeals persuade customers to make purchase and convert them into the funnel of loyal customers while Nwakwo, Aboh, Obi, Agu and Sedney-Agbor, Pratminingsih, Lipuongtyas and Rimerita (2013) opine that scarcity, music, snob and sex appeal influences customer loyalty but at varying degree. It is therefore, needful to identity the advertising appeal suitable in oil marketing firms.

Again, despite the evidence of attempts at continuous improvement in advertising, the need for change still exists; Customers today are highly informed and more demanding than before. Responsiveness to customer needs and changing market conditions has become more important for the success of firms and calls for the introduction of adequate means of advertising in creating awareness for a firm's product.

So far, there has been little research regarding the relationship between advertising appeal strategies and customer loyalty. Thus, the study is designed to fill this gap in literature.

Statement of the Problem

It seems clear that we are currently living in the midst of the boom of the use of oil in the country and as stated earlier, advertising appeal strategy, determines the character of the company's public face (www.ceicdata.com) In the corporate environment, one of the most important factors of sales is advertising (Shamdasani, Stanaland &Tan, 2001). All managers have always relied on advertising appeals as it helps to attract the attention of customers. To some extent their results have not been effective and positive in business performance. Considering the increasing complex nature of competition, new companies are formed on a daily basis, from small business, to internet based operation, to expanding global conglomerates originating from major take over and mergers.

In the face of these sophisticated and cluttered market conditions firms try to be heard. They attempt to speak with clear voices about the natures of their operations and the benefits associated with its products and services (Ting, 2009). At the same time, a wide variety of avenues beckon on company leaders to invest on advertising and marketing.

Peng (2000) opines that the failures of many businesses have always been as a result of poor advertising appeal strategies or methods employed in attracting customers or keeping existing ones. This situation may have contributed to huge losses in revenue of oil marketing firms in general. It is often quoted in marketing that "good products sells its self" and considering the fact that oil firms are in a competitive environment makes the researcher wonders if advertising appeals actually have any effect on customer loyalty. It is against this backdrop that this research work is initiated and it is therefore aimed at investigating the relationship between advertising appeal strategies and customer loyalty of Oil marketing companies in Rivers State.

Aim and Objectives of the Study

The aim of this study was to investigate the relationship between advertising appeal strategies and customer loyalty. Therefore, the specific objectives of the study are as follows:

   i. to investigate the relationship between emotional appeal and low customer defection in oil marketing firms in Rivers State.

  ii. to determine the relationship between emotional appeal and customer referrals in oil marketing firms in Rivers State.

 iii. to examine the relationship between rational appeal and low customer defection in oil marketing firms in rivers state.

 iv. to ascertain the relationship between rational appeals and customer referrals in oil marketing firm in rivers state.

Study variables and Research Framework

This study focuses on advertising appeal strategy (predictor variable) with its dimensions as emotional and rational appeal while customer loyalty (criterion variable). With measures as low customer defection and customer referrals.

Operational Framework of the Study
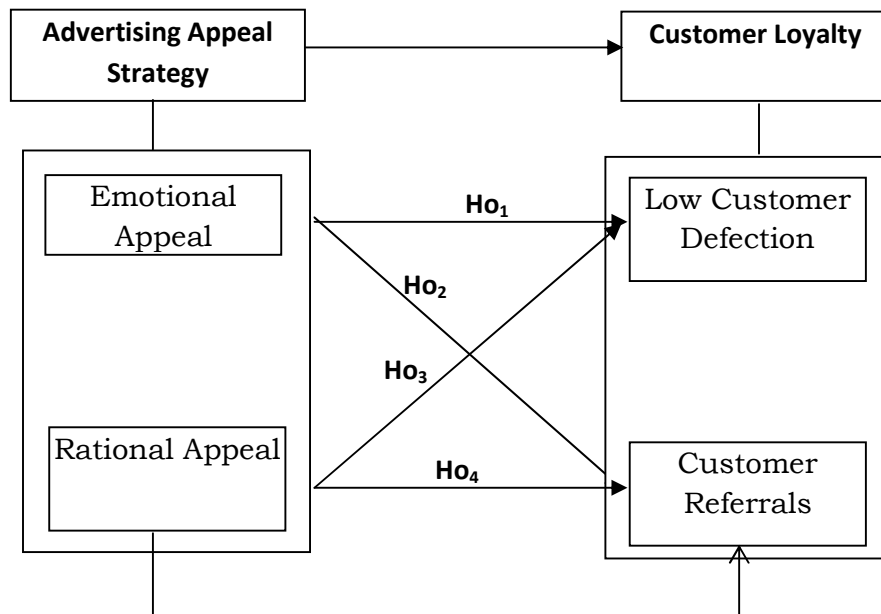
Figure 1:   Operational framework of the Relationship between Advertising Appeal Strategy and Customer Loyalty of Oil Marketers in Rivers State.

Source: Desk Research, 2019.

Research Questions

The following research questions guided the study:

   i.   To what extent does emotional appeal affects low customer defection?

  ii.   To what extent does emotional appeal affects customer referral?

 iii.   To what extent does rational appeal affects low customer defection?

 iv.   To what extent does rational appeal affects customer referral?

Hypotheses
The following are hypotheses formulated based on the research questions above and are in null form;

H_{O1}: There is no significant relationship between emotional appeal and low customer defection.

H_{O2}: There is no significant relationship between emotional appeal and customer referrals.

H_{O3}: There is no significant relationship between rational appeal and low customer defection.

H_{O4}: There is no significant relationship between rational appeal and customer referrals.

LITERATURE REVIEW

Theoretical Frame Work
This study was anchored on Theory of Reasoned action (TRA) which was proposed by Fishbein and Ajzen (1975). This theory considers the attitudes as well as subjective norm which people hold as predictors of their future behavior. Fishbeinand Ajzen further proposed that an individual's intention to engage in any behavior or transaction is the most important factor which determines the success of marketing activities. Every purchase originates from the mind and there is need for marketers to communicate with the mind of such customers in order to make them buy the product.

TRA believes that an individual's intention towards a particular behavior is a function of his attitude towards engaging in such behavior as well as the subjective norm which relates to what the customer feel others think about his purchase behavior. This theory fits into this work because consumers of oil products must be attracted to the firms, sometimes through rational appeal and other times through emotional appeal. All these advertising appeals are for the ultimate purpose of influencing the mind of customers towards purchase.

Concept of Advertising Appeals
The advertising appeal refers to the approach used to attract attention of consumes and/or to influence their feelings towards the product, service, or cause (Moriarty, 1991). An advertising appeal can also be viewed as 'something that moves people, speaks to their wants or needs, and excites their interest". The creative execution style is the way a particular appeal is turned into an advertising message presented to the consumer as part of a creative strategy.

Weilbacher (2004) opines that appeal can be said to form the underlying content of the advertisement, and the way in which that content is presented. Advertising appeals and executions are usually independent of each other, that is, a particular appeal can be executed in a variety of ways and a particular means of execution can be applied to a variety of advertising appeals. Advertising appeals tend to adapt themselves to all media, whereas some kinds of executioner's devices are more adaptable to some media than others.

Over the years, advertisers have attempted a wide variety of advertising approaches. Seven major types of advertising appeals have been the most successful. Advertisers usually select from one of these types of appeals as they develop the advertisement:

- Fear
- Humor
- Sex

- Rationality
- Emotions
- Musical
- Scarcity

The particular appeal to use should be based on a review of the creative brief, the objective of the advertisement, and the means-end chain to be conveyed. The actual choice depends on a number of factors, including the product being sold, the personal preferences of the advertising creative and the account executive, as well as the wishes of the client. In determining the best appeal to use, it is often a question of what appeals would be inappropriate. Advertising experts know that certain appeals are less effective at various times. For example, some research indicates that sex appeals are not effective for goods and services that are in no way related to sex (Asiegbu, 2012).

Customer Loyalty

Numerous studies have pointed out that two of the most effective means of generating customer loyalty are to delight customers (Oliver, 1999; Lee, Lee & Lawrence, 2001) and to deliver superior customer value derived from excellent services and quality products (Parasuraman & Grewal, 2000). In addition, some scholars argue that satisfaction, is a key moderating variable, and can significantly influence customer loyalty through such determinants as referrals (Fornell, 1992; Oliver, 1999; Lee, Lee & Lawrence, 2001) and perceived value (Woodruff, 1997).

Customer loyalty can be defined as the adherence of customers to a company. Even if businesses make mistakes, loyal customers will not leave. Kincaid (2003) defines customer loyalty "as a consumer behavior, built on positive experience and value, which leads to buying products, even when that may not appear to be the most rational decision" . Furthermore, the concept was later divided into behaviouristic and non-behaviouristic dimensions where the latter is more focused on the underlying causes of customer loyalty and attitudes of consumers (Peppers & Rogers, 2004). So, in the investigation of customer loyalty, it is valid to explore two fields: the behavior of consumers and their intentions (Schweizer, 2008).

Stone, Aspinall and Nancarrow (2000) posit that customer loyalty is also dependent on a number of customer related factors, i.e. how customers perceive the business rather than what the business really does. Given all these benefits, it is only natural that businesses should turn to a diverse range of tools to develop customer loyalty. And every company seems to have a different formula for making that loyalty happen. Such initiatives include creation of valuable customer experiences, creation of resonant brand, proactive marketing initiatives, quality control processes, and customer relationship management.

Customer loyalty means that the customer is loyal to the company and only turns to a competitor in exceptional cases. For example, when customers are loyal to a specific oil marketing firm but the oil firm does not have a subsidiary in the area where customers are. Customer loyalty is not a permanent thing. If the customer value decreases to such a level that it becomes obvious to customers that offers from competitors are better, customers will engage in the others instead.

Low Customer Defection

Customer defection is a function of brand or product dissatisfaction experienced (Wanningayake & Chovancova, 2019) and concluded that customer loyalty is mostly measured by customer behaviour- number of repeat purchases. Prominently and frequently promoted brand with a better advert message drive positive attitude and reduces customer switch or defection (Keller, 2006), but Wanninayake and Chorancova (2019) argued that some buyers repeat purchase of same

brand not because of advertisement rather because of the level of satisfaction derived from purchase and consumption experience. Attitude induced by advertising appeals shapes the purchase behaviour of customers and their defective level towards a brand or an offer (Malik & Tanveer, 2018). Customer experience with a product is the time factor of customer defection (low or high customer defection).

Customer satisfaction had a significant impact on management thinking. In fact, the realization that understanding, meeting and anticipating the needs of customers was probably the most important source of sustained and competitive advantage for a company that had a decisive effect on the setting of corporate priorities and practices (Vilares *et al.,* 2001).

A broad definition of customer satisfaction is that it is an emotional response to the use of a product or a service: and it is also a complex human process, which involves cognitive and affective process, as well as other psychological and physiological influences (Chu, 2002).

Kotler *et al.,* (2006) asserts that customer satisfaction depends on a product's or a service's perceived performance in delivering value relative to the buyer's expectations. If the performance of the product or service does not correspond to the customer's expectations, the buyer is dissatisfied. If performance matches expectations, the buyer is satisfied. If the performance exceeds expectations, the buyer is pleased. Customer satisfaction is customers' overall evaluation of the purchase and consumption experience with a product, service or provider (Johnsson & Gustafsson, 2000).Achieving customer satisfaction is the primary goal for most service companies today. Customer satisfaction is explicitly linked to the success of companies in hotels, banks, tourism and other similar line of businesses (Chu, 2002).

Customer Referrals

Every marketer spends millions of money when it comes to marketing and advertising their product (Schweizer, 2008). From conventional marketing techniques like television, radio, newspapers to latest trends like direct mail, internet selling website, companies make sure to get into all fields of advertising to make their visibility in the market which could eventually lead to sales but when it comes to branding and sales, nothing can beat referral marketing.

Customer referral is the new buzz around and its power is unbeatable (Ennewvd, 2000). This is an unpaid form of promotion which is done directly by the consumers. A happy and satisfied consumer steer dozens of new consumers by talking good about the company and the product. Referral is the more authentic and credible form of advertising as a consumer expresses its experience and spread positivity about the brand which results in conversion of non-users to users. Referral is a cost free promotional strategy and it takes place when a product or services exceeds the customer expectation graph and then the satisfied customer refers their family and friends to the organization (Stone et al., 2000). While making a purchase every customer does hold some aspirations about the experience they will face and if their experience exceeds their expectations, it results in referral. It is most credential form of advertising because it is done directly by the users of the product. It is often rated as unbiased and true form of information (Kincaid, 2003).

Advertising Appeal and Customer Loyalty

Advertising appeal strategies and customer loyalty entails looking at the various contribution (investment) made into a firm and seeing how these strategies has improved the level of activities in terms of the relationship between oil marketing companies and their customers (host communities) in term of giving them the adequate satisfaction which will foster their loyalty. It is the overall goal of organizational management. In doing this, the key responsibility of the

marketer is to make sure, to whatever degree is possible, that the appeal is the right choice for the brand.

Emotional Appeal and Low Customer Defection

Emotional appeals relate to the customers' social and/or psychological needs for purchasing a product or service. Many consumers' motives for their feelings about a product or firm can be more important than knowledge of its features or attributes (Ogilvy & Raphaelson, 2014). Many advertisers believe appeals to consumer's emotions work better at selling brands that do not differ from competing brands (Agres, 2001). Keller (2006) opines that advertising appeals influence customer defection and retentions depending on its influence on the buyer.

Marketers use emotional appeals in hopes that positive feelings they evoke will transfer to the brand and/or company in dealing with host communities as in relation to their royalties. Research shows that positive mood states and feelings created by advertising can have a favourable effect on consumers' evaluation of a brand (Asiegbu, 2012) and customer brand defection (Malik & Tanveers, 2019).

As mentioned, emotions can be tied with humor, fear, music, and other appeals to make a compelling case for a product. The same adverts can influence a consumer both emotionally and rationally. The goal of the creative is to select the most appropriate emotional appeal for the product and company which is in this case the oil marketing companies.

Rational appeal and customer Referrals

Rational advertising appeal are those appeal which focus on consumer's practical need of organizations products and such appeal only concentrate on the products, its uses as well as how it would benefit customers (Kotler, 2003). Such appeals are often advertised on print media and it also requires high level of involvement as well as attention. Rational appeal often concentrates on products characteristics and those consumers who would purchase the product would have been satisfied by the features listed in the product. Because the message consumers receive have the ability of influencing their behavior and purchase intention, rational advertising appeal covers more of product information as well as why such products are better than their rivals.

According to Chu (1996), rational appeal as a means of advertising has high influence on the purchase intention of consumer.

Empirical Review

There are several empirical studies on the study but few will be mentioned.

Ateh and Reth (2014) carried out a study on advertising and customer satisfaction. An empirical relationship between advertising and customer's satisfaction of fast food industry in Rivers State Nigeria. They adopted quantitative method of data collection. The causal survey design was adopted and data were generated from 185 respondents (employees and managers) of the fast food studied. They employed the use of regression model and spearman rank correlation contained in SPPS version 15.0. Their findings reveled that there is a strong relationship between rational appeal, musical appeal and customer satisfaction.

Jamine (2009) also reviewed advertising strategic perspective of firms: A critical review carried out in India. They adopted quantitative method of research. They employed the use of regression model. Their findings revealed that organization that employ an advertising strategy compete favorably in the business environment.

Apeksha Nirmali, MohdShukri Ab Yajid and Ferdous Azam (2001) carried a study on advertising campaign and organizational performance in Malaysia. They adopted the causal

survey design and they employed the use of spearman rank correlation. Their findings revealed that there is positive relationship between advertising campaign and organizational performance.

Literature Gap

This study tends to bridge the knowledge gap of other research. Firstly, the study capitalizes on advertising strategies (independent variable) and customer loyalty (dependent variable) which there has been little study covering both the two variables. Secondly, the dimension (emotional appeal and rational appeal) and (satisfaction and referral) employed has distinct the work from other research. Thirdly, the location and the population of the study may has been used but not with the variables under study.

Finally, the sample size is also another distinctive factor from other research study. Therefore the study serves as a knowledge gap.

METHODOLOGY

For the purpose of this study, a descriptive survey research design was adopted. The design is suitable for the study because it involves the behaviour of firms in relation to their performance. The study explored and established the existence of relationship between advertising appeal strategies and customer loyalty. The population is made up of the major five (5) operational oil marketing firms in Rivers State. Our choice is made through convenience which means that we contacted people that we found available. Convenience choice means that the respondents are chosen because they are available (Bryman & Bell, 2005). Therefore, we sample 105 respondents (5 each from the selected oil marketing firms) and they were asked to participate in a self-administered questionnaire. Thus, 105 questionnaires were delivered but 70 were duly filled and returned. A five point likert-scale by (Levitt & Walton, 1975) was used to design the questionnaire. Kendall Tau-B was used for the analyses.

List of some selected oil marketing companies in Rivers State are:

- Mobile Oil Nigeria Plc.
- SO Energy Plc.
- Conoil Plc.
- Oando Plc
- Forte Oil

Table 2: Questionnaire Administered

Items	Questionnaire Distributed	Response Completed and returned
Number	105	70
Percentage	100%	67%

Sources: Researcher's Desk, 2019.

Decision rules

The strength of association and statistical significance decision are made and interpreted based on the following table 3 below;

Where (+) stands for positive relationship and (-) means negative relationship.

Table 3: *Decision table For the Strength of variable relationships*

S/N	Statistical Significance	Association/ Relationship
i.	± 0.0 – 0.19	Very Weak
ii.	± 0.2 – 0.39	Weak
Iii.	± 0.4 – 0.59	Moderate (Significant)
iv.	± 0.6 - 79	Strong
v.	±0.8 – 1.00	Very strong

Source: Desk Research, 2019

Hypothesis One

HO$_1$: There is no significant correlation between emotional appeal and low customer defection.

			Emotional Appeal	Low Customer Defection
	Emotional Appeal	Correlation Coefficient	1.000	.769**
		Sig. (2-tailed)	.	.000
		N	70	70
Spearman's rho	Low Customer Defection	Correlation Coefficient	.769**	.**
		Sig. (2-tailed)	.000	.
		N	70	70

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

Source: Field Survey Data, September, 2019, SPSS Output

Decision: From the SPSS table above, the probability value is 0.000 (PV < 0.05) while the correlation value is 0.769 which implies very strong positive relationships between emotional appeal and low customer defection. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between emotional appeal and low customer defection.

Hypothesis Two

HO$_2$: There is no significant correlation between emotional appeal and customer referrals.

Correlations

			Emotional Appeal	Customer Referrals
Spearman's rho	Emotional Appeal	Correlation Coefficient	1.000	.833[**]
		Sig. (2-tailed)	.	.000
		N	70	70
	Customer Referrals	Correlation Coefficient	.833[**]	[**] .
		Sig. (2-tailed)	.000	.
		N	70	70

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

Source: Field Survey Data, September, 2019, SPSS Output

Decision: From the SPSS table above, the probability value is 0.000 (PV < 0.05) while the correlation value is 0.833 which implies very strong positive relationships between emotional appeal and customer referrals. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between emotional appeal and customer referrals.

Hypothesis Three

HO₃: There is no significant correlation between rational appeal and low customer defection.

Correlations

			Rational Appeal	Low Customer Defection
Spearman's rho	Rational Appeal	Correlation Coefficient	1.000	.851[**]
		Sig. (2-tailed)	.	.000
		N	70	70
	Low Customer Defection	Correlation Coefficient	.851[**]	[**] .
		Sig. (2-tailed)	.000	.
		N	70	70

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

Source: Field Survey Data, September, 2019, SPSS Output

Decision: From the SPSS table above, the probability value is 0.000 (PV < 0.05) while the correlation value is 0.851 which implies very strong positive relationships between rational appeal and low customer defection. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between rational appeal and low customer defection.

Hypothesis Four

HO$_4$: There is no significant correlation between rational appeal and referral

Correlations

			Rational Appeal	Customer Referrals
Spearman's rho	Rational Appeal	Correlation Coefficient	1.000	.912**
		Sig. (2-tailed)	.	.000
		N	70	70
	Customer Referral	Correlation Coefficient	.912**	.**
		Sig. (2-tailed)	.000	.
		N	70	70

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

Source: Field Survey Data, September, 2019, SPSS Output

Decision: From the SPSS table above, the probability value is 0.000 (PV < 0.05) while the correlation value is 0.912 which implies very strong positive relationships between rational appeal and customer referrals. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between rational appeal and customer referrals.

DISCUSSIONS OF FINDINGS
The study was structured on an operational frame work that shows the variables with four hypotheses stated and tested. The result from the first hypotheses indicated that there exist a significant and positive correlation between the emotional appeal and low customer defection as there correlations from the SPSS table were showed (r= 0.769; p=0.000; p <0.05), this hypothesis was rejected. Based on that, it was therefore concluded that emotional appeal influences low customer defection.

Also, the second hypothesis examined the relationship between emotional appeal and

customer referral. Thus, it was tested and the results showed (r= 0.833; p=0.000; p <0.05) the null hypothesis was also rejected. Based on that, it was therefore concluded that emotional appeal influences customer referrals.

The third hypothesis examined the relationship between rational appeal and low customer defection. Thus, it was tested and the results showed (r= 0.851; p=0.000; p <0.05) the null hypothesis was also rejected. Based on that, it was therefore concluded that rational appeal has a strong influence low customer defection.

The fourth hypothesis examined the relationship between emotional appeal and customer referrals. Thus, it was tested and the results showed (r= 0.912; p=0.000; p <0.05) the null hypothesis was rejected. Based on that, it was therefore concluded that rational appeal influences customer referrals.

CONCLUSIONS
After data analysis, we had results that lead to our findings and the following are conclusions: advertising appeal strategies and its dimensions significantly relates with customer loyalty and oil marketing firms in Rivers State.

RECOMMENDATIONS
Based on the findings and conclusions we recommend as follows:
1. Oil marketing firms should improve their performance in the turbulent business environment and keen attention should be placed on emotional appeals as this has the highest positive relationship with customer loyalty.
2. More also, continuous investment should be made on advertising as findings revealed that all its dimensions has a great impact on customer loyalty.
3. Finally, quality product and effective service delivering should be given to customers as to make them loyal and refer family and friends.

CONTRIBUTION TO KNOWLEDGE
From the review of related literature very few studies contrasted advertising appeal strategies and customer loyalty of oil marketing firms in Rivers State, hence the study provided a new framework that would serve as a guide to marketing practitioners and students in the same field of study. In addition, other scholars should carry out a study in other region and variables. This also serves as the dissertation's contribution to knowledge.

SUGGESTIONS FOR FURTHER STUDIES
The study only adopted Spearman rank Correlation as the analytical tool with the aid of SPSS. Thus, other scholars should endeavour to adopt statistical tools like Product Pearson correlation coefficient, Kendalls, Chi–square with the aid of E-views and other related statistical packages to check if the correlation will vary.

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