ISSN: 2382-7446 | Volume 8 Issues 4 & 5 | May 2021 - January 2022
arcnjournals@gmail.com

INTERNATIONAL ACADEMY JOURNAL OF MANAGEMENT, MARKETING AND ENTREPRENEURIAL STUDIES

ACADEMIC SCIENCE ARCHIVES

Special Edition

JOURNAL IMPACT FACTOR = 4.6

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Special Edition

Volume 8, Issues 4 & 5 | ISSN: 2382-7446 | May 2021 – January 2022

Double Blind Peer Reviewed International Research Journal

http://arcnjournals.org/asa
arcnjournals@gmail.com

Published by

Academic Science Archives Press

www.arcnjournals.org/asa

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Special Edition

Volume 8, Issues 4 & 5 | ISSN: 2382-7446 | May 2021 – January 2022

Double Blind Peer Reviewed International Research Journal

http://arcnjournals.org/asa
arcnjournals@gmail.com

Published by

Academic Science Archives Press

ACADEMIC SCIENCE ARCHIVES

www.arcnjournals.org/asa
Africa Research Corps, 172 Jose Marti Crescent, Abuja, Nigeria

In Association With
International Academic Journal for Global Research
995 Memorial Boulevard Lakeland Florida, U.S.A.

Submissions

Manuscripts adhering to author's guideline should be submitted for double-blind peer-review process to the Editorial Board. Manuscripts should be submitted electronically to:

- journals@arcnjournals.org
- arcnjournals@gmail.com
- arcnjournals@gmail.com
- Uploaded via our website: http://arcnjournals.org/index.php/submit-manuscript

s/n	Contents	Pages
1	**Information Sharing and Service Innovativeness of Deposit Money Banks in Nigeria,** Kalapapa Benjamin Dappa, Ph.D., Barnabas Gogo Pepple and Inamete, Emem Ndah H.	1-16
2	**Effect of Carbon Emission Disclosure on Economic Value Added of Oil and Gas Firms**, Okeke, Edith E., Prof. Ifurueze, M.S. & Prof. Nwadiaro E.O.	17-29
3	**Child Care Support Services and Employee Commitment in Deposit Money Banks in Rivers State, Nigeria**, Kingsley I. Amadi PhD	30-42
4	**Reward Management System and Employee Performance in the Fast Moving Consumer Goods (FMCGS) Sector in Nigeria**, Joy Ifeoma ENEMUO and Idowu Adegboyega OLATEJU	43-50
5	**Managerial Humor Practices: A Driving Force for Employees' Commitment**, Isaac, Susan Ndidi and Jonah Charles Tambari PhD	51-61
6	**Relationship between Presenteeism and Absenteeism on Employee Wellbeing of Deposit Money Banks in Rivers State, Nigeria**, Emmanuel Aziegbe Akhigbe1 and Chinedu Stanislous Emoh	62-78
7	**Psychological Empowerment and Competitiveness of Plastics Manufacturing Companies in Rivers State**, Ude, Stanleygreen C., Prof. I. Zeb-Obipi and Prof. A.O. Oparanma	79-92
8	**Celebrity Endorsement and Covid-19 Vaccine Hesitancy in Rivers State**, Kpunee, Henry N. (Ph.D) Daddie, Mary M. (Ph.D) and Omoku Ikaba, Victoria Y. (Ph.D)	93-107
9	**Data Mining and Organizational Performance of Deposit Money Banks in Rivers State, Nigeria**, Dr. E. A. Bestman and Emionwele Odianosen, Evan	108-122

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 4, PP 01-16, ISSN: 2382-7446, May, 2021
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Information Sharing and Service Innovativeness of Deposit Money Banks in Nigeria

Kalapapa Benjamin Dappa, Ph.D.
Lecturer, Department of Petroleum Marketing and Business Studies, School of Business Studies and Management Technology, Federal Polytechnic of Oil and Gas, Bonny. Rivers State, Nigeria.
kalapeey@gmail.com

Barnabas Gogo Pepple
Lecturer, Department of Petroleum Marketing and Business Studies, School of Business Studies and Management Technology, Federal Polytechnic of Oil and Gas, Bonny. Rivers State, Nigeria.
barnpeppleg@gmail.com

Inamete, Emem Ndah H.
Lecturer, Department of Statistics Technology, School of Applied Science Technology, Federal Polytechnic of Oil and Gas, Bonny. Rivers State, Nigeria. *inameteemem@gmail.com*

Abstract: *Service innovativeness has become a term referring to innovation taking place in the various contexts of services, including the introduction of new services or incremental improvements of existing services. In spite of a number of literatures suggesting the impact information sharing and feedback on new services and concept can have on service innovativeness, no comprehensive and empirical study to the best of the knowledge of the researchers has examined the relationship between information sharing and service innovativeness. Focusing on deposit money banks in Nigeria, the objective of this study is to empirically examine the relationship that exist between information sharing and service innovativeness. The correlational research design was deemed crucial in this study as it deals with a multivariate analysis of the relationship existing amongst the study variables such as information sharing (predictor variable) and service innovativeness (criterion variable). The researchers selected all the twenty (20) deposit money banks with main branch in Port Harcourt metropolis in Rivers State as population for the study. The work was therefore a census study since the population of twenty (20) deposit money banks was a manageable size. The researchers purposively selected five (5) managerial staff from each of the twenty (20) deposit money banks making a total of one hundred (100) staff as respondents for the study under review. The researchers used both the primary and secondary data in the course of the study. The Pearson Product Moment Correlation (PPMC) statistic was adopted to test the hypothesis. The outcome of the study revealed tha t information sharing is positively and significantly related with service innovativeness. All deposit money banks in Nigeria are therefore encouraged to engage in information sharing as a means of improving service innovativeness, especially the service concept. Deposit money banks in Nigeria should inculcate proper information sharing channels among their managers and employees to guarantee organizational effectiveness through innovative decision and actions. Deposit money banks in Nigeria should engage highly motivated and empowered managers in order to initiate and sustain service innovativeness which will in turn enhance organizational productivity.*

Keywords: *Information Sharing, Product Innovativeness, Deposit Money Banks*

Introduction

The Nigerian Banking Industry is witnessing a revolution as a result of globalization that have become a common feature of banking in the contemporary business environment. One of the major functions performed by deposit money banks is granting of loans and advances to the productive sector for productive purposes (Ogar, 2015). Deposit money banks are the most important institutions for savings mobilization and financial resource allocation. Consequently, these roles make them occupy important positions in economic growth and development. In performing this role, it must be realized that banks have the potential, scope and prospects for mobilizing financial resources and allocating them to productive investments (Olukoyo, 2011).

The traditional deposit money bank services is declining in terms of competition and this may threaten the financial stability of the banks. Therefore, deposit money banks in Nigeria must have business strategy that include the development, implementation and evaluation of the effect of innovative services, aimed at maintaining existing customers and attracting new ones, such innovations must also improve efficiency and profitability of the banks (Ejike, 2019). The best way to achieve this is to engage in employee empowerment practice such as sharing information on strategies and feedback with employees. Deposit money banks that engage in information sharing among its managers enhances their innovativeness in terms of product, process and service innovativeness (Phyra *et al.* 2015; Sarra *et al.* 2014). Engaging in information dissemination of new strategies among bank employees is a crucial factor in the promotion and sustenance of innovation and innovative abilities of financial institutions (Phyra *et al.* 2015; Sarra *et al.* 2014). According to Domeher *et al.*, (2014), "the ease with which employees and customers can use the innovation, the compatibility of the innovation with customer's needs, the perceived usefulness thereof, the amount of information provided on the innovation and the level of employee and customer's education all have a significant positive impact on service innovativeness in the Nigerian banking industry". Enticott *et al.* (2009) held that information sharing among employees triggers product, process and service innovativeness which in turn triggers internal and external competitive comparative advantage against other firms whose employees have less access to information.

Information sharing is therefore the distribution of useful information among people, systems or organisational unit in an open environment so as to get a job done effectively and efficiently. Information is strategically needed for the success of organisations (Ge & Helfert, 2008). Information sharing plays a crucial role in improving the performance of employees in particular and that of the organisation at large. (Ganesh e*t al.*, 2014; Trkman *et al.*, 2010; Lee & Whang,

2000). Organisations need clear information sharing policies and a proactive approach to sharing information (Fawcett *et al.*, 2011). However, a recent summary of management research argues that the 'need to share information should be the first and foremost focus of future management research (Wagner & Fearne, 2015).

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

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

Since services are mainly intangible or knowledge products, a discussion on service innovativeness can benefit from conceptualisations of innovations stepping back from product-based definitions. For example, services are often highly tailored products to customer needs, and consequently, the traditional product-based innovation view and the measurements it employs for assessing the value of innovations are not suitable for services and the businesses behind. Indeed, very few service firms rely on traditional Research and Development (R&D) with regard to their innovation activities (Miles, 2008). If an organisation wants to adopt a service-based strategy, it will be crucial to be able to assess the value of this type of innovation, i.e., its impact on company performance. Even though there is a mass of contributions discussing the relevance of innovation management in general, the opposite seems to be true when we consider the aspect of innovation measurement, there is a lack of research. This situation can be assessed as unsatisfactory as it prevents organisations from monitoring the success or failure of (service) innovation projects and, thus, disturbs the optimal allocation of their scare resources. Additionally, it complicates obtaining a better understanding of innovation and its influence on achieving or sustaining a competitive advantage, an outcome often linked to innovation (e.g., Lengnick-Hall, 1992). Similarly, in the context of innovation measurement, the conceptualisation of innovation strongly follows the dominant logic of tangible, technological innovation preventing a necessary formation of measurements for service innovation (e.g., Vargo

& Lusch, 2004).

Studies have revealed that information sharing such as feedback with employees triggers product, process and service innovativeness which in turn triggers internal and external competitive comparative advantage against other organisations whose employees have less access to information. Therefore the need to adopt information sharing in deposit money banks in Nigeria as a strategic tool and managerial practice to expand and enhance service innovativeness has been advanced for proper research in this study.

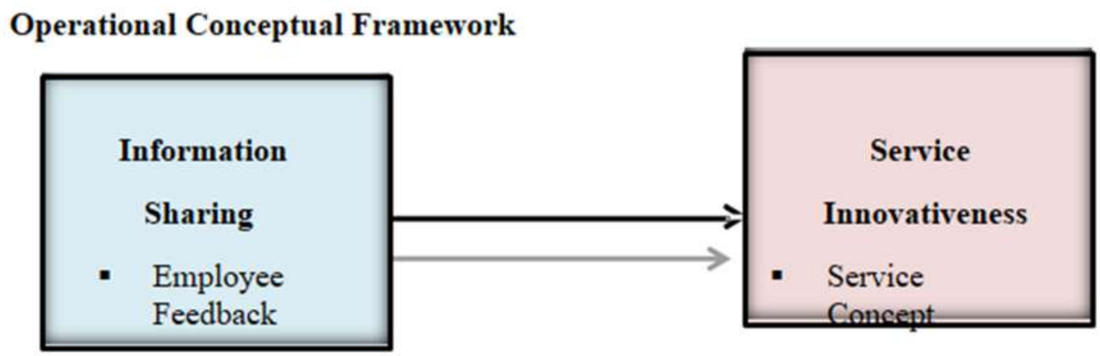

Fig. 1: *Operational conceptual framework showing the relationship between information sharing and service innovativeness.*

Source: *Researcher's Conceptualisation (2021).*

Hypothesis

H01: There is no significant relationship between information sharing and service innovativeness of deposit money banks in Nigeria.

Literature Review

The theoretical framework for this study is anchored on Information sharing theory.

Information Sharing Theory

Information sharing theory provides an understanding of the factors that enable and constrain information exchange among individuals. It is based on the premise that "organisational culture and policies as well as personal factors can influence people's attitudes about information sharing" (Constant *et al.*, 1994).

Information sharing is impacted by two factors which, when combined, distinguish information exchange from other types of 'exchange' and thus justify the need for a special theory. The first factor is related to reciprocity/rational self-interest ('I help you, if you help me'). Constant et al. (1994) argued that an information exchange is like a social exchange and context-specific factors influence this sharing 'attitude' of 'why I should share information, and what is in it for me'. This constitutes the social determinants of information sharing. While these were already included in the original theory of social exchange, it did not specifically consider information exchange (Jarvenpaa & Staples, 2000).

The second factor relates to social and organisational context attitudes ('usual, correct and expected' information sharing behaviour in the workplace). In other words, the more a person feels that information sharing is expected of them the more they are willing to share. People are more willing to share information if they are happier with the other party while a prosocial attitude formed by factors like work satisfaction and experience also plays a role in willingness to share information (Constant *et al.*, 1994). This constitutes the psychological determinants of information sharing. Information sharing theory is thus believed to be a robust basis for information as well as knowledge (used as synonyms, as per Davenport & Cronin, 2000) sharing literature (Jarvenpaa & Staples, 2000).

Constant *et al.* (1994) concluded that people's attitudes related to social and organisational factors actually moderate reciprocity and information sharing behaviour. Thus, the attitude considered in our case is willingness to share information (Bock *et al.*, 2005; Van Den Hooff *et al.*, 2012), which is shown by an individual's positive 'attitude' towards others (De Vries *et al.*, 2006). The fact that

'individuals' (and not companies or machines) share information requires insights from knowledge/information sharing literature where individuals/humans are the focus. De Vries *et al.* (2006) define willingness to share as the level to which a 'person' is inclined to allow another

'person' access to their information capital.

It is pertinent to note here that Bock *et al.* (2005) extended information sharing theory by identifying the motivational factors that form an individual's attitudes, which construct information sharing behaviour. These sharing attitudes and intentions are shaped by economic anticipated motivational rewards, social-psychological factors of anticipated reciprocity, a sense of self-worth, and the organisational climate. Social Exchange Theory (SET) has often been used to examine perceived benefits and costs as well as to study the effects of motivational factors like reciprocity and trust on information sharing behaviour (Wang & Noe, 2010).

Transaction Cost Innovation Theory

Hicks & Niehans (1983) are the ones who discovered the transaction cost innovation theory. Their argument is that, the foremost reason of innovating is to decrease the cost of transaction. Actually, innovation is a reaction to the improvement in technical know-how that initiated reduction in cost of transaction. A decrease in cost of transaction is likely to motivate financial invention as well as improve financial services. According to Shelanski and Klein (1995) transaction cost theory's relational branch is particularly relevant as it aims to describe the way trading partners make choice from a variety of feasible institutional options. Within a context of open innovation, firms increasingly transfer technologies across their own firm boundaries. Therefore, they need to choose transaction partners.

Juhakam (2003) describes the theory of cost reduction as a driver of financial innovation. He cites examples as reduction from improvements in payments, processing or reduction resulting from new ways meant to deliver services electronically to customers. However, regulatory restrictions and requirements are also a cost and some innovations are aimed at avoiding or reducing that cost. Transaction costs innovation theory is relevant in this context. For instance, the use of the "four dimensional model of service innovation", which captures the idea of service innovation in a knowledge-based economy such as service concept (which is a new service in the market), client interface (which refers to new ways as to which clients are involved in the service production), service delivery system (which encompasses new ways the actual services are delivered to the customers) and technology (which has to make sure that the services can be provided efficiently) can substantially reduce a firm's transaction costs as it enables efficient coordination, management and use of information.

Concept of Information Sharing

Information sharing is the exchange of information among organizational staff to enhance competitiveness and effectiveness. Moberg *et al.* (2002) assert that information sharing is a key ingredient for organisations that seek to remain competitive. Their study of supply chains in the United States shows that organisations have to understand the role of information sharing if they want to stay competitive and boost their profitability. Vidal & Moller (2007) assert that information sharing "allow subordinates to adjust their effort to the organisation's prospects, which has a positive effect on overall surplus". Kreitner & Kinicki (2006) are also of the view that "adequately informed employees have a significant competitive advantage" in terms of information sharing. Calo *et al.* (2012), assert that information sharing also lead to improvement in decision making, improved communication, cost reduction and coordination improvements, among other benefits. Hatala & Lutta (2009) draw attention to barriers to information sharing. Organisations restrict information sharing on finances, marketing, innovation and strategic plans because of industrial espionage and company rules. Information to be shared has to be relevant as you do not share information just for the fun of it. The authors, however, agreed that organisations must encourage information sharing "within and between work groups not only for their success but also for their very existence". Lee (2006) mentions that "any assessment of the effectiveness of an organisation must be simultaneously attentive to structure, process and various contexts in order to attain practical and theoretical generalization."

Managers need information for three reasons: To make effective decisions, to control the activities of the organisation and to coordinate the functions of the organisation. Most of what management do is decision making. To make effective decisions, managers need information both from inside and outside the organisation. The decision process is about choosing among alternatives in cases where there is uncertainty about the final result of each possible course of action. Still on managerial function, managers achieve control in establishing measurable goals, measuring actual against estimated performance and taking corrective action.

According to Calo *et al.* (2012), some of the benefits of information sharing include cost reduction, improvement in decision, improved communication as well as effectiveness and efficiency in Organizational operations. As a culture some organisations are not likely to share information for the sake of information so that they can prove that they are empowering their subordinates. As Achterberg (2001) aptly puts it, "the corporate culture that supports information sharing is ahead of the one that does not. The source of sharing information are usually by memos, meetings, trainings, directives and groupware which is now more popular through the various banks Intranets. Through this source, information is easily passed around the whole organisation. For this to happen, information sharing must be part of the information culture of an organisation that has to be disseminated at the right time to the right person group. According to Widen and Hansen (2012), "information culture is about having access to information as a resource for reaching Organizational aims" Organizational learning is said to be linked with the ability of organisations to share information. Information "is not only made available but it is expected to be disseminated efficiently within the organisation" (Porth & McCall, 2005).

In their research on feedback in innovation tournaments, Wooten and Ulrich (2012) showed that direct feedback helps improve the quality of ideas. They found that innovators were more likely to submit multiple ideas when direct feedback was used, thus showing that innovation and feedback walk hand-in-hand together.

Also critical in the relationship between innovation and feedback is the type of feedback one receives. Positive feedback has been shown to help develop creative performance to a greater degree than negative feedback (Zhou, 1998). When negative feedback must be given it is often helpful to deliver the feedback in an informational manner, where the feedback giver imposes no demands or restrictions (Zhou, 1998).

Feedback will not immediately lead to a spike in innovation, however. In order for managers to truly improve creative performance and bolster innovation, there must be a long-term commitment to providing feedback to employees (Zhou, 2008).

Information sharing such as feedback with employees therefore triggers product, process and service innovativeness which in turn triggers internal and external competitive comparative advantage against other organisations whose employees have less access to information (Enticott *et al.* 2009).

Concept of Service Innovativeness

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

Various attempts have been made to define service innovation. For example, Den Hertog (2000) has presented the "four dimensional model of service innovation", which captures the idea of service innovation in a knowledge-based economy. The model consists of the following dimensions (pp. 494–498):

- Service concept, which is a new service in the market,
- Client interface, which refers to new ways as to which clients are involved in the service production,
- Service delivery system, which encompasses new ways the actual services are delivered to the customers,
- Technology, which has to make sure that the services can be provided efficiently.

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

In the literature, however, service innovation is an ambiguous term. It can be considered both an intangible product and a process (Grönroos, 2007). For example, a manufacturing firm can sell a service agreement as a supplement to its tangible products, whereas a service firm may introduce new service products.

Both are, however, innovative in the context of services. Therefore, service innovation may simultaneously refer to innovation in service industries, whatever form the novelties may take, and to new services, irrespective of their degree of novelty and of the industry in which the innovation occurs.

Methodology

Research Design

Coopers and Schindler (2006) suggested that the research design is the structure of investigation aimed at identifying variables and their relationships to one another. The study is consequently correlational in nature, and is carried out in the natural environment where work proceeds normally (non-contrived setting).

Population

A population is a group of individuals that conforms to specific criteria and common characteristics (Creswell, 2009; McMillan & Schumacher, 2010). The population for this study includes all the deposit money banks licensed to operate in Nigeria. According to the Central Bank of Nigeria (CBN), the number of deposit money banks in Nigeria with operational permit totals twenty two (22). Given the insecurity nature of some part of the country, not all the deposit money banks were used in the study. Table 1 below shows all the twenty (20) deposit money banks with main branch in Port Harcourt metropolis, Rivers State, Nigeria covered by the study.

Hence the sample size of one hundred (100) was chosen as follows: One (1) Branch manager, one (1) Operations manager, one (1) Human resources manager, one (1) Customer relations manager and one (1) Internet technology manager from each deposit money bank making a total of five (5) managerial staff from each deposit money bank and a final total of one hundred (100) managerial staff from the twenty (20) deposit money banks.

Table 1: Distribution of Sample Size

S/N	DEPOSIT MONEY BANKS	NUMBERS OF STAFF
1	Access Bank Plc.	5
2	Citibank Nigeria Ltd.	5
3	Eco Bank Nigeria Plc.	5
4	Fidelity Bank Plc.	5
5	First Bank Nigeria Ltd.	5
6	First City Monument Bank Plc.	5
7	Globus Bank Ltd.	5
8	Guaranty Trust Bank Plc.	5
9	Heritage Banking Company Ltd.	5
10	Key Stone Bank	5
11	Polaris Bank	5
12	Stanbic IBTC Bank Ltd.	5
13	Standard Chartered Bank Nigeria Ltd.	5
14	Sterling Bank Plc.	5
15	Sun Trust Bank Nigeria Ltd.	5
16	Union Bank of Nigeria Plc.	5
17	United Bank For Africa Plc.	5

18	Unity Bank Plc.	5
19	Wema Bank Plc.	5
20	Zenith Bank Plc.	5
	TOTAL	**100**

Source: Survey Data, 2021.

Methods of Data Analysis

The hypotheses were analysed by means of the Pearson Product Moment Correlation (PPMC). The Pearson Product Moment Correlation was calculated on SPSS 21.0 version software package to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Result

H_{01}: There is no significant relationship between information sharing and service innovativeness of deposit money banks in Nigeria.

Table 2: Information sharing and service innovativeness

		Info_sha	**Serv_Inn**
Info_sha	Pearson Correlation Coefficient	1	.106**
	Sig. (2-tailed)		.01
	Sum of squares and Gross Products	2005.310	25.120
	Covariance	20.256	3.117
	N	100	100
Serv_Inn	Pearson Correlation Coefficient	.106**	1
	Sig. (2-tailed)	.01	
	Sum of squares and Gross Products	25.120	118.132
	Covariance	3.117	9.271
	N	100	100

Note: Inf_sha = Information sharing; Serv_Inn = service innovativeness; ** = correlation is significant at the 0.01 level (2-tailed).

As shown from the data analysis using a sample size of 100 on table 2, the relationship between information sharing and service innovativeness is strong, positive and significant. Evidence show that Pearson product correlation coefficient is .106 and the probability value less than the critical value (i.e. r = .106, p = .01 < 0.01). In other words, information sharing is positively correlated with service innovativeness. This means, if deposit money bank employees increase their level of information sharing, service innovativeness will increase also. Therefore, the null hypothesis which states that there is no significant relationship between information sharing and service innovativeness was rejected, while the alternative hypothesis which states that there is a significant relationship between information sharing and service innovativeness was accepted.

Summary of Hypothesis

Table 3: Summary of Hypothesis Testing Result

S/N	Hypothesis	Result	Decision
Ho1	There is no significant relationship between information sharing and service innovativeness of deposit money banks in Nigeria.	r = .106 p-value = .01	Reject **Ho1** since p-value < 0.01 significance level.

Source: ***Survey Data, 2019***

Discussion of Findings

Information Sharing and Service Innovativeness

The test of the only hypotheses in this study revealed that information sharing is very strongly related with service innovativeness in deposit money banks in Nigeria. This was shown by Pearson product correlation coefficient = .106 and the probability value less than the critical value (i.e. r = .106, p = .01 < 0.01). In other words, information sharing is positively correlated with service innovativeness. This means, if deposit money bank employees increase their level of information sharing, service innovativeness will increase also. Therefore, the null hypothesis which states that there is no significant relationship between information sharing and service innovativeness was rejected, while the alternative hypothesis which states that there is a significant relationship between information sharing and service innovativeness was accepted.

This finding is in consonance with the works of Phyra *et al.* (2015) and Sarra *et al.* (2014) who found out that engaging in information dissemination of new strategies among bank employees was a crucial factor in the promotion and sustenance of innovation and innovative abilities of financial institutions. This however implies that information sharing enhances service innovativeness in deposit money banks in Nigeria.

This finding is also in accordance with Enticott *et al.'s* (2009) position that information sharing among employees triggers product, process and service innovativeness which in turn triggers internal and external competitive comparative advantage against other firms whose employees have less access to information. This furthermore implies that adequate information sharing leads to service innovativeness in deposit money banks in Nigeria.

Conclusion

Considering the research interest and the empirical finding of the present research, its conclusion was drawn from extant literature and based on the present finding. The outcome of the study revealed that information sharing is positively and significantly related with service innovativeness. Thus, the study concludes that adequate information sharing (predictor variable) improves service innovativeness (criterion variable) of deposit money banks in Nigeria. **Recommendations**

As a result of the finding and conclusion of the study, the recommendations below are herein preferred:

i. All deposit money banks in Nigeria are encouraged to engage in information sharing as a means of improving service innovativeness especially the service concept.

ii. Deposit money banks in Nigeria should inculcate proper information sharing channels among their managers and employees to guarantee organisational effectiveness through innovative decision and actions.

iii. Deposit money banks in Nigeria should engage highly motivated and empowered managers in order to initiate and sustain service innovativeness which will in turn enhance organisational productivity.

References

Achterberg, M. (2001). How culture affects information sharing in an organisation. Retrieved on May 3, 2010, from http://kwork. org/white_papers/cultural.html

Bock, G. W., Zmud, R. W., Kim, Y. G. & Lee, J. N. (2005). Behavioral Intention Formation in Knowledge Sharing: Examining the Roles of Extrinsic Motivators, Social-Psychological Forces, and Organisational Climate. *MIS Quarterly*, 29, 87-111.

Calo, K. M., Cenci, C.K., Fillotranni, P. & Estevez, E. (2012). Information sharing – benefits. *JC&T*. 12.2: 49-55. Retrieved on May 20, 2014, from http://journal.info. unlp. edu.ar/ journal/journal 33/papers/JCST-Aug12-1.pdf

Constant, D., Kiesler, S. & Sproull, L. (1994). What's Mine Is Ours, or Is It? A Study of Attitudes about Information Sharing. *Information Systems Research*, 5, 400-421.

Cooper, D. R., & Schindler, P. S. (2006). *Business Research Methods (*9th edition). USA: McGraw-Hill.

Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods. Approaches* (3rd ed.). Thousand Oaks, CA: Sage Publications.

Davenport, E. & Cronin, B. (2000). Knowledge management: semantic drift or conceptual shift? *Journal of Education for Library and Information Science*, 41, 294-306.

De Vries, R. E., Van Den Hooff, B. & De Ridder, J. A. (2006). Explaining Knowledge Sharing: The Role of Team Communication Styles, Job Satisfaction, and Performance Beliefs. *Communication Research*, 33, 115-135.

Den Hertog, P. (2000). Knowledge-intensive business services as co-producers of innovation. International Journal of Innovation Management, 4(4), 491–528.

Domeher D., Frempong J. M., & Appiah T. (2014). Adoption of financial innovation in the Ghanaian banking industry.

Ejike, Sylvester Ikechukwu (2019). Effect of Bank Innovations on Financial Performance of Commercial Banks in Nigeria. *European Journal of Accounting, Finance and Investment* 5(4), 40-57.

Enticott, P. G., Bradshaw, J. L., Iansek, R., Tonge, B. J., & Rinehart, N. J. (2009). Electrophysiological signs of supplementary-motor-area deficits in high-functioning autism but not Asperger syndrome: an examination of internally cued movement-related potentials. *Developmental Medicine and Child Neurology, 51*(10), 787–791.

Fawcett, S. E., Allred, C. W. A. C., Fawcett, A. M. & Magnan, G. M. (2011). Information Technology as an Enabler of Supply Chain Collaboration: A Dynamic Capabilities Perspective. Journal of Supply Chain Management, 47, 38-59.

Ganesh, M., Raghunathan, S. & Rajendran, C. (2014). The value of information sharing in a multi- product, multi-level supply chain: Impact of product substitution, demand correlation, and partial information sharing. *Decision Support Systems*, 58, 79-94.

Ge, M. & Helfert, M. (2008). Data and information quality assessment in information manufacturing systems. Business Information Systems, 2008. Springer, 380-389.

Grönroos, C. (2007). Service management and marketing (3rd ed.). Chichester: John Wiley.
Hatala, J. K., & Lutta, G. (2009). Managing information sharing within an organizational setting: a social network perspective. *Performance Improvement Quarterly 21.4:5*- 33. Retrieved on Nov. 10, 2011 from http:// www.performanceepress.org/wp- content/uploads/2011/11/Managing-Information-Sharing.pdf.

Hicks, D. & Niehans J. (1983). Financial Innovation, multinational banking and monetarypolicy. *Journal of banking and finance*, 537-551.

Jarvenpaa, S. L. & Staples, D. S. (2000). The use of collaborative electronic media for information sharing: an exploratory study of determinants. *Journal of Strategic Information Systems*, 9, 129-154.

Juhakam D., (2003).The challenges of financial innovation, China Bank Regulation Commission, March 20, 2003.

Kreiitner, R. & Kinicki, A. (2004). *Organizational Behavior,* 6th ed Boston: McGraw-Hill/Irwin.

Lee, D. (2006). Toward a way to enhance Organizational effectiveness in the defense sector: associating CVF with DEA, *The Korean Journal of Defense Analysis,* 18.1:135-159

Lee, H. L. & Whang, S. (2000). Information sharing in a supply chain. International Journal of Manufacturing Technology and Management, 1, 79-93.

Lengnick-Hall, C. A. (1992). Innovation and competitive advantage: What we know and what we need to learn. Journal of Management, 18(2), 399-429.

McMillan, J. H., & Schumacher, S. (2010). *Research in education: evidence-based inquiry* (7th ed.). Boston: Pearson.

Miles, I. (2005). Innovation in services. The Oxford handbook of innovation (Vol. 16) Oxford: Oxford University Press.

Miles, I. (2008). Patterns of innovation in service industries. IBM Systems Journal, 47(1), 115-128.

Moberg, C. R., Cutler, B. D., Gross, A., & Speh, T. W. (2002). Identifying antecedents of information exchange within supply chains. *International Journal of Physical Distribution and Logistics Management* 32.9: 755–770.

Ogar, A., Gabriel, E. E. and Arikpo, O. F., (2015). The contribution of deposit money banks to the growth of the agricultural sector in Nigeria. Archives of Business Research, 3(2), 33-42, Doi: 10.14738/assrj.32.1009.

Olukoyo, F. O., 2011, Determinants of commercial bank lending behaviour in Nigeria. International Journal of Financial Research, 2(2), 61-72.

Phyra, S., Tracey, S. D. & Lan, S. (2015). Achieving growth-quality of work life ambidexterity in small firms. *Journal of Service Theory and Practice* 25(5):529-550 DOI: 10.1108/JSTP-04-2014-0064

Porth, S. J. & McCall, J. (2005). Contemporary management theories and Catholic social teaching: a review and analysis. Retrieved on June, 10, 2010, from http://web1.www.sttho mas.edu/cathstudies/cst/mgmt/goa/PORT H.pdf

Reinartz, W., & Ulaga, W. (2008). How to sell services more profitably. Harvard Business Review, 86(5), 90.

Sarra, B. & Mehrez C. (2014). Employee empowerment and its importance for trust, innovation and organizational performance. *Business Management and Strategy*. *5*(2), 211-234. 10.5296/bms.v5i2.6558

Shelanski, H. A. & Klein, P. G. (1995). Empirical research in transaction cost economics: a review and assessment. *Journal of Law, Economics and Organization*, Oxford, 11(2)335

Sundbo, J. (2009). Innovation in the experience economy: A taxonomy of innovation organisations. The Service Industries Journal, 29(4), 431–455.

Tipu, S. A. A. (2011). Academic publications on innovation management in banks (1998-2008): A research note. Innovation: Management, Policy & Practice, 13(2), 236-260.

Toivonen, M., & Tuominen, T. (2009). Emergence of innovations in services. The Service Industries Journal, 29(7), 887–902.

Trkman, P., Mccormack, K., De Oliveira, M. P. V. & Ladeira, M. B. (2010). The impact of business analytics on supply chain performance. Decision Support Systems, 49, 318-327.

Van Den Hooff, B., Schouten, A. P. & Simonovski, S. (2012). What one feels and what one knows: the influence of emotions on attitudes and intentions towards knowledge sharing. *Journal of Knowledge Management*, 16, 148-158.

Vargo, S., & Lusch, R. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing, 68, 1-17.

Vidal, J. B. I. & Moller, M. (2007). When should leaders share information with their subordinates? *Journal of Economics and Management Strategy* 16.2: 251-283.

Wagner, B. & Fearne, A. (2015). 20 Years of Supply Chain Management: An International Journal. *Supply Chain Management: An International Journal*, 20, null.

Wang, S. & Noe, R. A. (2010). Knowledge sharing: A review and directions for future esearch. *Human Resource Management Review*, 20, 115-131.

Widen, G. & Hansen, P. (2012). Managing collaborative information sharing: bridging research on information culture and collaborative information behaviour. *Information Research*. 17.4 paper 538. Retrieved on May 24, 2014 from http://www. informationr.net/ir/17

4/paper538.html#.U3i3 U9 KSwjA

Wooten, J. & Ulrich, K. (2012, May). Idea generation and the role of feedback: Evidence from field experiments with innovation tournaments. *University of Pennsylvania*.

Zhou, J. (1998). Feedback valence, feedback style, task autonomy, and achievement orientation: Interactive effects on creative performance. *Journal of Applied Psychology, 83,* (2), 261-

276.

Zhou, J. (2008). Promoting creativity through feedback. *Handbook of Organizational Creativity, New York: Erlbaum*, 125-145.

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 4, PP 17-29, ISSN: 2382-7446, October, 2021
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Effect of Carbon Emission Disclosure on Economic Value Added of Oil and Gas Firms.

[1]Okeke, Edith E, [2]Prof. Ifurueze, M.S. & [3]Prof. Nwadiaro E.O.
[1]Department of Accountancy, Federal Polytechnic Oko
[2]Department of Accountancy, Chukwuemeka Odumegwu Ojukwu University Igbariam, Anambra State, Nigeria
[3]Department of Accountancy, Tansian University Umunya Anambra State

Abstract: *This study analyzed the effect of carbon emission disclosure on economic value added of oil and gas firm in Nigeria stock exchange between the periods 0f 2018-2019. Panel Least Squared (PLS) method of data analysis was used. Secondary sources of data were employed; the interested variables were sourced from the annual report of the quoted oil and gas firms. The following variables were employed: Economic value added, Emission carbon disclosure, Revenue growth of firm and Firm size. The study employs Causality Test, Hausman Test. fixed effect as well as random effect to analyses the included variables. From the analysis result the study found that emission carbon disclosure has significant effect on economic value added, revenue growth of firm has positive significant effect on economic value added. Firm size has positive insignificant negative effect on economic value added. The study recommend that customers to use environmentally friendly products which improves firms' revenue and further increases firms' profitability.*

Keywords: *Carbon emission disclosure, Economic value added, Revenue growth, Firm size*

INTRODUCTION

The control of Carbon emissions is a fundamental aspect of sustainable development. All managers and corporate personnel are obliged to develop organizational structures for the control of emissions, assessment of the risks associated with Carbon emissions and the evaluation of carbon control mechanisms developed to address the issue Okudo & Amahalu (2019). According to a report issued by the Carbon Disclosure Project (CDP, 2021) corporate carbon reporting has increased around the world over the last few years. This is mainly due to the fact that climate change issues have become increasingly fundamental to a wide range of stakeholders in the corporate sector, which has shifted attention to the effects of Carbon emissions, mainly carbon, on corporate activities. This is a trend evidenced by the increase in the number of socially responsible investments by firms all over the world.

The Carbon Disclosure Project (CDP) reports encourage the firms to develop web-based forms of corporate accountability with regard to carbon activities. Among the major problems of the 21st century is the emission of Carbon and the overdependence on carbon-based energy sources. Scientific researchers continue to present mounting evidence of the effects of Carbon emissions on climate change. Companies have always been central to the efforts to face these two problems owing to the large quantity Supplementary in formation of material that they process leading to the release of carbon disclosure as a by-product and their capabilities for technological innovation. This importance is reflected in the emerging literature in the fields of corporate and public policy which requires companies and organizations to respond and adapt to climate change. The control of carbon emissions is a fundamental aspect of sustainable development. All managers and corporate personnel are obliged to develop organizational structures for the control of emissions, assessment of the risks associated with Carbon emissions and the evaluation of carbon control mechanisms developed to address the issue. Disclosure of carbon emissions is an issue emerging in various countries related to the impact of climate change on the survival of the organization is no exception in Indonesia. In Indonesia, the disclosure of carbon emissions is a kind of voluntary disclosure where not many organizations or business entities in Indonesia that reveal this type of information. Information disclosure of carbon emissions is one of the important information for stakeholders, especially for investors who are more interested in companies that disclose information about their environment that are useful as consideration for investment decisions. Diah & SE. (2016)

Statement of the Problem

The phenomenon of global warming caused by uncontrolled accumulation of greenhouse gas (GHG) emissions into the atmosphere has a potentially damaging and irreversible impact. An international body for climate change assessment, Intergovernmental Panel on Climate Change (2014), concluded that human activity is a major cause of increasing global average temperatures and immediate action to reduce global warming into tolerable limit is needed, but this goal will only be achieved by significantly reducing GHG emissions. It also cannot be denied that the increase in global average temperature has been started since the industrial revolution in 1750

Kurnia, Darlis, & Putra, (2020). examined the effect of carbon emission disclosure on firm value, The result shows carbon emission disclosure and good corporate governance have no direct effect on firm value. Benedikt, Jürgen Stefan .Sebastian & Aleksandar .(2021). examined the impact of a disclosure mandate for greenhouse gas emissions on firms ‘subsequent emission levels and financial operating performance. our findings indicate that the reporting mandate had a real effect on the variable to be disclosed without adversely affecting the financial operating performance of the treated firms.Diah, SE., & Efita (2016). The results of the study, showed that the disclosure of carbon emissions correlated negatively and significantly influence the value of the company. Then, the disclosure of corporate social responsibility correlates positively and significantly influence the value of the company.Hardiyansaha, & Agustinib, (2021) examine the role of environmental performance in the relation between carbon emissions disclosure and firm value. The results indicate the carbon emissions disclosure has a positive and significant effect on firm value. Gabrielle & Arianto (2019). aimed to investigated the effect of greenhouse gas emissions disclosure and environmental performance on firm value. The results of this research found that greenhouse gas emissions disclosure and environmental performance have a positive effect on firm value. Mohammad & Aisa .(2020) aims of this study is to analyze the effect of carbon emissions disclosure on firm value and industry type as moderating variables. The first analysis shows that carbon emissions disclosure has a positive and significant effect on firm value. In the light of the foregoing, it is obvious that there are inconsistencies in the findings of prior studies. Therefore, this study used Nigeria data and setting to determine if our findings will negate or support the prior belief in this area.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Carbon Emissions Disclosure

Disclosure is a word newly prevalent in the climate change discourse. It means companies measuring and reporting information about their environmental performance and impacts so that investors can better understand its relevance to the future of the business. In the face of unparalleled global challenges – climate change, water scarcity and deforestation – disclosure is a vital first step in managing and reducing environmental impact (Simpson, 2017; Egolum, Amahalu & Obi, 2019). A carbon disclosure rating is a measure of the environmental sustainability of a company, based on voluntary disclosures by the company itself. The practice is intended to help investors who wish to incorporate environmental, social, and governmental (ESG) factors into their investment decision-making process Carbon Emissions. Carbon emissions are carbon release to the atmosphere. Carbon emissions associated greenhouse gas emissions, the main contributor to climate change (ecolife.com). CO2 emissions from time to time continue to increase both at the global, regional, national to a state or local to an area. This happens because of the growing use of energy from organic materials (fossil), land use change and forest fires, as well as the increase in anthropogenic (Slamet S (Researcher Lapan), 2002 in Jannah, 2014). One contributor to the carbon footprint is the operational activities of the company. Companies in the face of climate change are expected to disclose their activities that contribute to the improvement of climate change one of them with carbon emission disclosure Diah, SE. & Efita (2016)

2.2 Theoretical Review

2.2.1 Legitimacy Theory

The earliest documentation on legitimacy theory can be traced to the study of Sethi (1975) who states that corporate social responsibility is that corporate behaviour that aligns with prevailing social norms, values and expectations. The concept of social contract holds that the activities of business organizations should comply with social expectations. In the absence of this compliance society will withdraw the organizations' right to continue its operations. Business organizations operate within the boundary set by rules, regulations and societal norms. Where there is any perceived threat to the business as a result of violation of any rule and societal norm, sustainability disclosures are released by the companies. This implies that businesses that are prone to legitimacy problems tend to disclose more information in order to satisfy the public about their sustainability performance (Scaltrito, 2015). Legitimacy theory posits that business organizations disclose their sustainability initiatives to legitimize their operations. The businesses that are prone to sustainability issues also report more information to minimize criticism from the host community, address stakeholder expectations, build reputation and ultimately attract capital. Sethi (1975) also indicates that the need for corporate social responsibility is linked to organizational quest for legitimacy in the presence or absence of legitimacy threats. Scaltrito (2015) on legitimacy theory identify a number of threats to legitimacy namely negative events and media exposure. According to Raucci and Tarquinio (2015)., business organizations seek 'legitimacy' from important stakeholders by ensuring that their value system is in alignment with the values of the society that hosts the operations of the business. Sethi (1975) also discloses that legitimization is characterized by changes in the internal decision-making, changes in the perception of the external environment, and accountability mechanisms of the business organization. With respect to the notion of legitimacy, corporate disclosures (mandatory/voluntary) are ways through which businesses can show that they support certain societal expectations.

2.3 Empirical Studies

Kurnia, Darlis, & Putra, (2020). examined the effect of carbon emission disclosure on firm value, (2) the effect of good corporate governance on firm value, (3) the mediating role of financial performance between carbon emission disclosure and firm value, and (4) the mediating role of financial performance between good corporate governance and firm value. The research sample includes 43 mining, agro, and manufacturing firms listed in the Indonesian Stock Exchange over the 2015-2017 period. Carbon emission disclosure is measured by an indicator of the Global Reporting Initiative Series of Environmental Aspect. Good corporate governance is measured by the corporate governance score of shareholder rights, boards of directors, outside directors, audit committee and internal auditor, and disclosure to investors. Financial performance is measured by return on assets, while firm value is measured by Tobin's Q. Data analysis uses the structural equation modeling. The result shows carbon emission disclosure and good corporate governance have no direct effect on firm value. On the other hand, financial performance mediates the effect of carbon emission disclosure and good corporate governance on firm value. It shows that higher carbon emission disclosure and good corporate governance are meaningless for the investor if they do not give any financial performance improvement.

Benedikt, Jürgen Stefan .Sebastian & Aleksandar .(2021). examined the impact of a disclosure mandate for greenhouse gas emissions on firms 'subsequent emission levels and financial operating performance. For UK-incorporated listed firms a carbon disclosure mandate was adopted in 2013. Our difference-in-differences design shows that firms affected by the mandate reduced their emissions by about 8% relative to a control group of European firms. At the same time, our tests indicate that the treated firms experienced no significant changes in their gross margins.Taken together, our findings indicate that the reporting mandate had a real effect on the variable to be disclosed without adversely affecting the financial operating performance of the treated firms.

Diah, SE., & Efita (2016). Investigate how the influence of carbon emission disclosure on the firm value with environmental performance as control variables and the effcet of corporate social responsibility to the firm value with profitability, leverage and board of commissioner as control variables. The study population consisted of all manufacturing companies listed in Indonesia Stock Exchange from 2010 to 2013. By using purposive sampling method, the number of samples were obtained as many as 48, which is derived from 12 companies for 4 years. The data consisted of annual reports and corporate sustainability report. The results of the study, showed that the disclosure of carbon emissions correlated negatively and significantly influence the value of the company. Then, the disclosure of corporate social responsibility correlates positively and significantly influence the value of the company.

Hardiyansaha, & Agustinib, (2021) examine the role of environmental performance in the relation between carbon emissions disclosure and firm value. A measurement tool using content analysis method to measure carbon emissions disclosure that adopts a checklist from the Carbon Disclosure Project (CDP). Firm value is proxies with Tobin's Q, while environmental performance is assessed based on the results of the environmental management performance appraisal program (PROPER). Sample of this study using 34 companies that listed on the Indonesian Sharia Stock Index (ISSI) from 2014 to 2019. Moderated regression analysis (MRA) is used to test the hypothesis. The results indicate the carbon emissions disclosure has a positive and significant effect on firm value. This research also found that there is an evidence that environmental performance can strengthen the relation of carbon emissions disclosure to firm value, due to the company's efforts by participating in the PROPER program is a form of corporate responsibility in an effort to reduce the impact of environmental damage arising from the company's operational activities which have been responded positively by investors.

Gabrielle & Arianto (2019). aimed to investigated the effect of greenhouse gas emissions disclosure and environmental performance on firm value. The samples were companies participating in the Performance Rating Assessment Programme on Environment Management (PROPER/Program Penilaian Peringkat KinerjaPerusahaan) of the Ministry of Environment Republic of Indonesia that are listed in the Indonesia Stock Exchange (BEI) 2014-2017 period. The data usedwere secondary data from annual reports and/or sustainability reports. This study uses moderated regression analysis with panel data processed by using EViews. The results of this research found that greenhouse gas emissions disclosure and environmental performance have a positive effect on firm value. Environmental performance can moderate the relationship between greenhousegas emissions disclosure and firm value. Debt to equity ratio and net operating income as control variables have a positive effect on firm value, but firm size has a negative effect on firm value.

Mohammad & Aisa .(2020) aims of this study is to analyze the effect of carbon emissions disclosure on firm value and industry type as moderating variables. Carbon emissions disclosure is measured using the content analysis method adopted from a questionnaire issued by the CDP (Carbon Disclosure Project). Firm value is measured by Tobin's Q, while industry types are assessed based on company classifications namely high profile industry and low profile industry. This study uses multiple linear regression analysis, and uses 43 companies listed on the Indonesia Stock Exchange and follows the 2014-2018 company's performance rating assessment program in environmental management (PROPER). The first analysis shows that carbon emissions disclosure has a positive and significant effect on firm value. This is because carbon emissions disclosure is a form of corporate responsibility in reducing the impact of environmental damage from company activities, so this can be an attraction for investors. The second research result shows that the type of industry can increase the effect of carbon emissions disclosure on firm value. This is because companies in the high profile industry category that have a high level of sensitivity to the environment are under pressure from the public, so the company responds by conducting carbon emissions disclosure so that it can be a guarantee of the company's sustainability

Lu, Zhu, & Zhang, .(2021) investigated the impact of carbon disclosure on financial performance based on the 2011–2018 CDP report, taking the Fortune 500 companies as a sample. The study finds that for carbon-intensive industries, carbon disclosure cannot significantly contribute to the improvement of financial performance in the current period, but for carbon-non-intensive industries, carbon disclosure can significantly contribute to the improvement of financial performance in the current period, and the positive impact of carbon disclosure on financial performance in the current period can be extended to the next period. Finally, based on the findings of the empirical study, this paper puts forward policy recommendations for the construction of China's carbon disclosure system.

METHODOLOGY

3.1 Research Design

The research design employed in this study was *ex-post facto* research design. This was utilized in order to establish the meaningful relationship between environmental cost disclosure and economic value added and the effect thereof. This study was also treated as *ex-post facto* research since it basically relied on historical data (Kothari & Garg, 2014).

3.2 Population of the Study

The population of this study consisted of all the twelve (12) oil and gas companies listed on the Nigerian Stock Exchange as at 31^{st} December, 2020. They include: 11 Plc (formerly Mobil Oil Plc); Anino International Plc; Capital Oil Plc; Conoil Plc; Eterna Plc; Ardova Plc (formerly Forte Oil Plc); Japaul Oil & Maritime Services; MRS Oil Nigeria Plc; Oando Plc; Rak Unity Petroleum Company Plc; Seplat Petroleum Development Company Plc; Total Nigeria Plc.

3.3 Sample Size and Sampling Technique

The sample size of this study comprised of eleven (11) listed oil and gas firms in the Nigeria Stock Exchange (NSE) from 2008 to 2020. Purposive sampling technique was adopted to select oil and gas companies that consistently filed their annual reports with the Nigerian Stock Exchange for the study period (2008-2020), these are: 11 Plc (formerly Mobil Oil Plc); Anino International Plc; Capital Oil Plc; Conoil Plc; Eterna Plc; Japaul Oil & Maritime Services; MRS Oil Nigeria Plc; Oando Plc; Rak Unity Petroleum Company Plc; Seplat Petroleum Development Company Plc; Total Nigeria Plc.

3.4 Model Specification

In an attempt to determine the effect of carbon disclosure practices and economic value added, we develop an empirical model to ascertain the relationship that exists between the variables. Generally, specification of account model is based on accounting theory and on the available data relating to the carbon disclosure practices being studied. The model of accounting analysis in this study will therefore follow the conventional method, and this, is in reference to the variables of interest in the model above. Diah SE., M.Si & Efita (2016).Effect of carbon emissions disclosure and corporate social responsibility on the firm value with environmental performance as variable control.

. The following model were adopted by him

$Y = \alpha + \beta 1CED\ \beta 2CSRI + \beta 3 + EP + Prof + \beta 4\ \beta 5\ \beta 6\ Lev + BOC + e$

where

Y = Firm Value

CED = Carbon Emissions Disclosure

CSRI = Corporate Social Responsibility Index

EP = Environmental Performance PROPER

Prof = Profitability/ Return on Assets)

Lev = Leverage /DER

BOC = Board of Commisioner

F= Functional notion

The present study will modify the model to enable the researcher to look at the topic from different perspective. Algebraically, therefore. The model to be regressed in this study is presented in a relational form as follows

EVA =F (ECD, RVG, FSZ)

Where

EVA= Economic value added

ECD= Emission carbon disclosure

RVG= Revenue growth of firm

FSZ= Firm size

With the linear expression of the model being

$EVA=bo+b_1ECD+ b_2 RGF + b_3 FZ + u$

Where

β_0 = Autonomous or Intercept

β_1 = Coefficient of Parameter ECD

β_2 = Coefficient parameter RGF

β_3 = Coefficient of parameter FZ

3.5 Decision Rule

The test of hypothesis and the decision on whether to accept or reject each hypothesis was based on the result of the T-Test/T-Stat in the multiple regression analysis. The t-statistics was used to test the significant contribution from each predictor to the regression models. Hypothesis were tested at 5% (0.05) level of significance. The Null Hypothesis was accepted if the Probability 'Value P-value of T Stat is greater than the stated 5% level of significance otherwise reject. P< 0,05, Accept Ho.P<0.05, Reject Ho

DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.0 Introduction

This study investigated the effect of carbon emission disclosure on economic value added of oil and gas firm in Nigeria stock exchange. In analyzing the data, the study adopted regression to identify the causal-effect relationship that existed between carbon emission and economic value added of oil and gas firm in Nigeria stock exchange

Table 4.1: Pairwise Granger Causality Test showing the Causal Link between ECD and EVA

Pairwise Granger Causality Tests
Date: 10/15/21 Time: 11:57
Sample: 2008 2019
Lags: 2

Null Hypothesis:	Obs	F-Statistic	Prob.
ECD does not Granger Cause EVA	160	3.39543	0.0360
EVA does not Granger Cause ECD		0.28164	0.7549

Source: E-Views 10.0 Causality Output File, 2021

Interpretation of Diagnostic Test

Table 4.4 shows that a unilateral causality runs from emissions cost disclosure to economic value added at a P-value of 0.0360 which is statistically significant at 5% level, thereby establishing a causal relationship between ECD and EVA. Consequently, giving credence to the alternative hypothesis that upholds that emissions cost disclosure has a significant effect on economic value added of quoted oil and gas firms in Nigeria at 5% level of significance.

Table 4.2 Fixed Effect Model (FEM) Analysis between ECD and EVA

Dependent Variable: EVA
Method: Panel Least Squares
Date: 10/15/21 Time: 11:59
Sample: 2008 2019
Periods included: 12
Cross-sections included: 16
Total panel (balanced) observations: 192

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.897709	4.146807	5.939930	0.0000
ECD	2.602968	1.626185	4.600660	0.0000
RVG	-0.099120	0.563061	-2.176037	0.0305
FSZ	0.050220	0.425614	0.117995	0.9062

Effects Specification

Cross-section fixed (dummy variables)

R-squared	0.649204	Mean dependent var	4.905846
Adjusted R-squared	0.560682	S.D. dependent var	2.809879
S.E. of regression	2.723290	Akaike info criterion	4.935272
Sum squared resid	1283.022	Schwarz criterion	5.257628
Log likelihood	-454.7861	Hannan-Quinn criter.	5.065828
F-statistic	11.85500	Durbin-Watson stat	1.571951
Prob(F-statistic)	0.000000		

Source: E-Views 10.0, Regression Output 2021

Table 4.3 Random Effect Model (REM) Analysis between ECD and EVA

Dependent Variable: EVA
Method: Panel EGLS (Cross-section random effects)
Date: 10/15/21 Time: 12:02
Sample: 2008 2019
Periods included: 12
Cross-sections included: 16
Total panel (balanced) observations: 192
Swamy and Arora estimator of component variances

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.657265	3.917756	3.933510	0.0008
ECD	2.847548	1.513163	2.881851	0.0014
RVG	0.152454	0.547179	0.278619	0.7808
FSZ	0.060136	0.401044	0.149947	0.8810

Effects Specification

	S.D.	Rho

Cross-section random			0.639995	0.0523
Idiosyncratic random			2.723290	0.9477

Weighted Statistics

R-squared	0.418454	Mean dependent var	3.804530
Adjusted R-squared	0.302791	S.D. dependent var	2.732856
S.E. of regression	2.729040	Sum squared resid	1400.160
F-statistic	1.178180	Durbin-Watson stat	1.348507
Prob(F-statistic)	0.319338		

Unweighted Statistics

R-squared	0.420723	Mean dependent var	4.905846
Sum squared resid	1476.774	Durbin-Watson stat	1.278548

Source: E-Views 10.0, Regression Output 2021

Table 4.4 Panel Least Square Regression Analysis testing the effect of Emissions Cost Disclosure on Economic Value Added

Dependent Variable: EVA
Method: Panel Least Squares
Date: 10/15/21 Time: 11:55
Sample: 2008 2019
Periods included: 12
Cross-sections included: 16
Total panel (balanced) observations: 192

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.532524	3.891228	6.907817	0.0000
ECD	2.980494	1.492544	4.996923	0.0000
RVG	0.304268	0.553005	2.550207	0.0128
FSZ	0.064333	0.398301	0.161520	0.8719

R-squared	0.621129	Mean dependent var	4.905846
Adjusted R-squared	0.605508	S.D. dependent var	2.809879
S.E. of regression	2.802129	Akaike info criterion	4.919250
Sum squared resid	1476.163	Schwarz criterion	4.987114
Log likelihood	-468.2480	Hannan-Quinn criter.	4.946735
F-statistic	18.52637	Durbin-Watson stat	1.580819
Prob(F-statistic)	0.000000		

Source: E-Views 9.0 Panel Regression Output, 2020

Ho_1: Emissions Cost Disclosure has no significant effect on Economic Value Added of quoted Oil and Gas firms in Nigeria.

Interpretation of Regression Result

Table 4.3 reveals an adjusted R^2 value of 0.605508. The adjusted R^2, which represents the coefficient of multiple determinations imply that 60.6% of the total variation in the dependent variable (EVA) of quoted Oil and Gas in Nigeria is jointly explained by the explanatory variables (ECD, RVG and FSZ). The adjusted R^2 of 60.6% did not constitute a problem to the study because the F- statistics value of 18.52637 with an associated Prob.>F = 0.000000 indicates that the model is fit to explain the relationship expressed in the study model and further suggests that the explanatory variables are properly selected, combined and used. The value of adjusted R^2 of 60.6% also shows that 39.4% of the variation in the dependent variable is explained by other factors not captured in the study model. This suggests that apart from ECD, RVG and FSZ there are other factors that mitigate EVA of quoted Oil and Gas in Nigeria. The results in table 4.3 illustrated that ECD has a positive and significant relationship with EVA measured with a beta coefficient (β_1) = 2.980494 and t- value of 4.996923 respectively and p-value of 0.0000 which is statistically significant at 5%:

$EVA = 3.532524 + 2.980494ECD + \mu$

This beta coefficient revealed that if ECD increases by one unit, then the sampled firms EVA would increase by 2.980494 units. In addition, Durbin-Watson test is implied to check the auto correlation among the study variables. The Durbin-Watson value is 1.580819 which is less than 2 provide an evidence of no auto-correlation among the variables.

Decision

Based on the empirical evidence that suggests that ECD has a significant positive effect on EVA of quoted Oil and Gas firms in Nigeria at 5% level of significance, thus, the alternative hypothesis of the study is accepted.

Table 4.5 Hausman Test Comparing FEM and REM on ECD and EVA

Correlated Random Effects - Hausman Test
Equation: Untitled
Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	13.794713	3	0.0085

Source: E-Views 9.0 Hausman Output, 2021

The rule for Hausman test is as follows:

- If the *p value* > α = 0.05 then the variable does not have a significant effect (Accept Ho).
- If the *p value* < α = 0.05 then the variable has a significant effect (Accept H_1)

Interpretation of Post Regression Analysis

From the Hausman test result in table 4.7, the p-value is 0.0085, this is statistically significant at the conventional level of 0.05. Thus, the Fixed Effect Model (FEM) is more appropriate than the Random Effect Model (REM) in analysing the effect of emissions cost disclosure on economic value added of quoted oil and gas firms in Nigeria at 5% significant level.

Conclusions and Recommendation

This study aimed to investigate the effect of emissions carbon disclosure and economic value added. This study also investigates the role of emissions carbon disclosure in moderating the relationship between them. Carbon reporting is a new concept and the studies that analyse the carbon emissions practices worldwide are still limited. Although the number of reporting companies is increasing, there are several shortcomings in the current carbon reporting practices in terms of its commensurability and comprehensiveness of the information disclosed. Furthermore, methodological weaknesses in several studies have contributed to the mix results for relationships between carbon performance, carbon reporting and economic value added. A credible carbon reporting is crucial to enable various stakeholders to make accurate decisions. Hence, the comprehensive and transparent carbon disclosure index that can offer standardize reporting guideline is needed to enable business to focus their action on areas that will lead to substantial environmental improvement. Considering the positive relationship between emissions disclosure and economic value added, corporate firms should as a business ethic implementation cultivate the habit of emission disclosure in order to improve the social trust of stakeholders, especially customers to use environmentally friendly products which improves firms' revenue and further increases firms' profitability.

References

Benedikt, Jürgen E, Stefan R.Sebastian S. & Aleksandar Z.(2021). The impact of carbon disclosure mandates on emissions and financial operating performance. *Review of Accounting Studies* 26 (7) 1137–1175

CDP. 2021. New report shows just 100 companies are source of over 70% of emissions. https://www.cdp.net/en/articles/media/new-report-shows-just-100-companies-are-source-of-over-70-of-emissions

Diah I., SE., M.Si & Efita F. (2016).Effect of carbon emissions disclosure and corporate social responsibility on the firm value with environmental performance as variable control. *Research Journal of Finance and Accounting* 7 (9) 56-77

Egolum, P.U., Amahalu, N.N., & Obi, J.C. (2019). Effect of firm characteristics on environmental performance of quoted industrial goods firms in Nigeria. *International Journal of Research in Business, Economics and Management* 3(6), 1-13

Gabrielle A. & Arianto T.(2019). The Effect of greenhouse gas emissions disclosure and environmental performance on firm value: Indonesia Evidence *Jurnal Ilmiah Akuntansi dan Bisnis,* 14,. (1), 106-119

Hardiyansaha, M & Agustinib, A.T (2021) carbon emissions disclosure and firm value: does environmental performance moderate this relationship?. *Jurnal Ekonomi dan Bisnis Islam* 7, (1), 51 – 71

Kurnia, P, Darlis,E & Putra, A.A(2020). carbon emission disclosure, good corporate governance, financial performance, and firm value. *Journal of Asian Finance, Economics and Business* 7 (12) (2020) 223–231

Lu, W.; Zhu, N.; Zhang, J.(2021) The impact of carbon disclosure on financial performance under low carbon constraints. energies. school of finance & economics, JiangSu University

Mohammad H., & Aisa T. A.(2020). Analysis of carbon emissions disclosure and firm value: type of industry as a moderating model. *International journal of scientific & technology research. 9 (2) 35-49*

Okudo A.G., Amahalu N.N. Corporate Governance and Car-bon Disclosure Practices of Quoted Manufacturing Firms in Nigeria . *International Journal of Contemporary Research and Review* 6 (8) 56-76.

Raucci, D., and Tarquinio, L. (2015). A study of the economic and non-financial performance indicators in corporate sustainability reports. *Journal of Sustainable Development*, 8(6), 217-230.

Scaltrito, D. (2015) Assessing disclosure quality: A methodological issue. Journal of Modern Accounting and Auditing, 11(9), 466-475. Retrieved from http://www.davidpublisher.com/Public/uploads/Contribute/560b99e9794cb.pdf

Sethi, P.S. (1975). Dimensions of corporate social performance: An analytical framework. California Management Review, 17(3), 58-64.

Simpson, P. (2017). Carbon disclosure: the new state of play. https:// www.huffpost.com/entry/carbon-disclosure-the-new_b_9777568. Accessed 19/06/2021

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 4, PP 30-42, ISSN: 2382-7446, October, 2021
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Child Care Support Services and Employee Commitment in Deposit Money Banks in Rivers State, Nigeria

Kingsley I. Amadi PhD
Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Abstract: *This study investigated the relationship between child care support services and employee commitment in deposit money banks in Rivers State, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The target population for this study was 1197 employees drawn from the main branches of 19 deposit money banks in Rivers State. A sample of three hundred (300) respondents was calculated using the Taro Yamane's formula for sample size determination. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed there is a significant relationship between child care support services and employee commitment of deposit money banks in Rivers State. The study thus concludes that child care support services significantly relate with employee commitment in deposit money banks in Rivers State, Nigeria. Therefore, the study recommends that management of Deposit Money Banks should create child care support assistance as this will help the employee. Which are crèche services, day nursery and after school childcare.*

Keywords: *Child Care Support, Employee Commitment, Affective Commitment, Continuance Commitment, Normative Commitment*

INTRODUCTION

The dramatic changes in the business environment over the last four decades have forced organizations to respond in a strategic manner in order to survive and progress. Every strategic response made by the organization presupposes the involvement of people. People have a role to play in the implementation of strategic responses for they impact significantly on firm performance (Kandula, 2006). Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011 cited in Kamau, 2015). John and Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brow and Taylor (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer satisfaction due to discontinued service delivery (Scott, 2007). Employee commitment as a concept was defined severally by many researchers. However, the Meyer, Becker, and van Dick (2006) give the most popular definition. They see commitment as "a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target. They also explain that commitment consists of three mindsets that are affective; normative; and continuance commitments.

Changes in the modern work environment characterized by an increase in the number of women joining the workforce, dual carrier families, aging population and single parents (Smith & Gardner, 2007; Viswanathan & Jain, 2013) brings about work-life balance concerns among both the employers and the employees. The conflict between work and personal life engagement has been associated with job dissatisfaction and turnover intentions that have been the reason employers resort to the implementation of work-life balance initiatives (Cieri, Holmes, Abbott & Pettit, 2002). Work-life balance programs commonly used including flexible work arrangements in form of flexible work hours, compressed work weeks; dependent care assistance that involves on-site day care, subsidized day care, eldercare and referral to child care; and leave arrangements in form of maternity leave, paternity leave and leave to care for the sick (Cieri *et al.,* 2002; Smith & Gardner, 2007).

The demands that one experiences in family life and that have effects on his work life balance can be given as demand of workload such as shopping, house chores, child care and time, role expectations in the family and lack of support given to the spouse (Aycan, Al-Hamad, Davis, & Budhwar, 2007). Again marriage, child raising, caring of the elderly at home have effect on work life balance since they demand more family responsibility. Those who have to look after a child or elderly might sometimes have to risk their career by shortening their working hours which becomes a source of stress for them (Lowe, 2005). Again the experiences of parenthood which is part of family responsibility play an important part in the way work and family balance is achieved by individuals overtime, with differing consequences for women and men (Blair- Loy, 2001). Results of these studies depict women as the main caregivers of children overtime with their careers being shaped by their family choices. The prevailing western culture emphasizes intensive mothering when it comes to child care (Haynes, 2007). Intensive mothering is exclusive, child centered, emotionally involving and time consuming and as the mother is devoted to care for others, she is also sacrificing because she is an individual with her own needs and interests. Intensive mothering ideology both assumes and reinforces the traditional gender based division of labor. However despite the greater involvement of men in child care (Halrynjo, 2009; Williams, 2009), the gap between the practices and the ideology as regards the sexual division of domestic work remains significantly unchanged. The purpose of this study was to examine the relationship between child care support services and affective commitment in deposit money banks in Rivers State.

This study was be guided by the following research questions:

i. What is the relationship between child care support services and affective commitment in deposit money banks in Rivers State?
ii. What is the relationship between child care support services and continuance commitment in deposit money banks in Rivers State?
iii. What is the relationship between child care support services and normative commitment in deposit money banks in Rivers State?

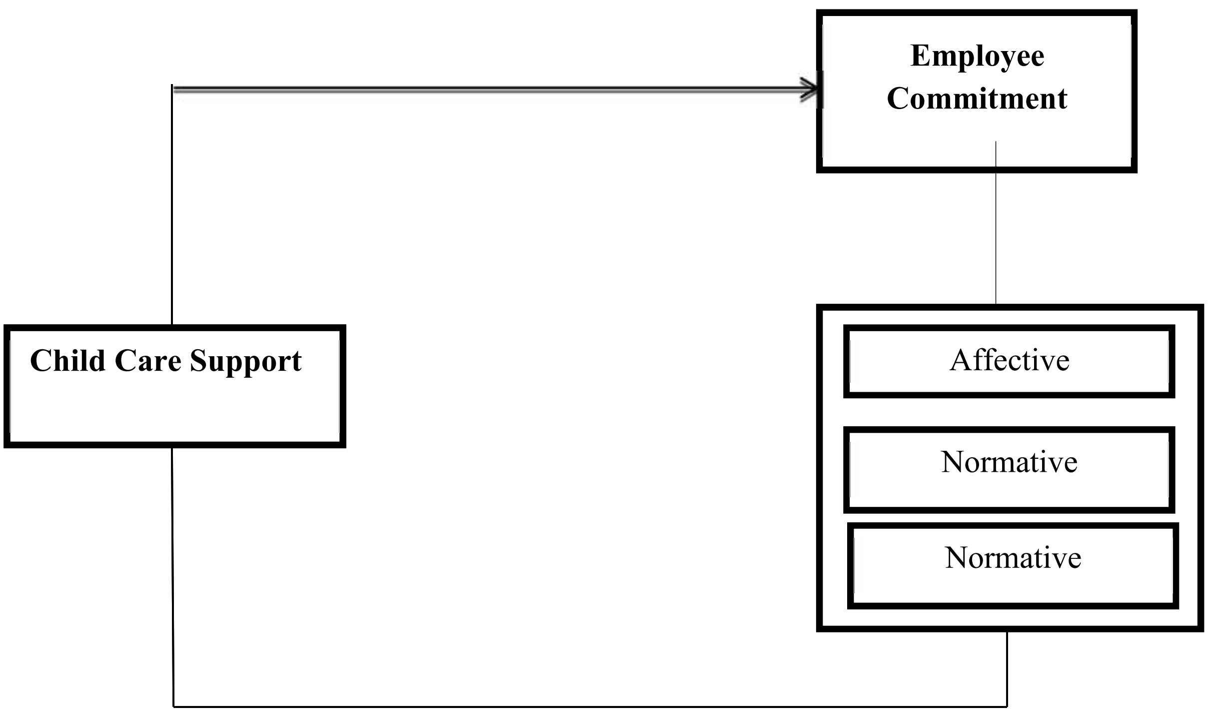

Fig.1.1 *Operational Framework for the hypothesized relationship between child care support and employee commitment.*

Source: Author's Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory

The baseline theories guiding this research work is the social exchange theory. The social exchange theory as proposed by Blau (1964) observes that the behavior of an individual is externally controlled if others in the individual's environment have the capability of influencing the individual's behaviour. In other words, the main argument of the social exchange theorists is the fact that the independent transactions or exchanges that individuals have within and amongst themselves has the potential of eliciting improved relationships amongst them. (Pfeffer, 1982). Indeed, as Cropazano and Mitchell (2005) aptly observe, social exchange involves a series of interactions that generates basic obligations among parties involved in the interactions with these interactions being inter-dependent and contingent on the actions of others.

Thus, the implicit assumption of the social exchange theorists is the fact that they believe that relationships among individuals evolve over time into increased trust, loyalty and mutual commitment. However, increased employee trust, loyalty and mutual commitment to the attainment of organizational goals are largely facilitated when organizations are able to ensure that there are no conflicts between work and non-work domains of their employees. In other words, if work-life is interfering with family life or vice-versa, there is no balance between the two domains Virick, Lilly and Casper (2007).

Organizations must ensure effective work-life balance as a strategy for accelerating and sustaining employee commitment to organization goals and objectives. Indeed, the increased emphasis on work-life balance in contemporary management literature stems from the fact that employees perform dual roles – as employees as well as care-givers (family members). Therefore, emphasis on work-life balance in relation to employee commitment actually reflects "the desire by employers and employees to create a balance between workplace obligations and personal responsibilities Lockwood (2003). Similarly, Greenhaus and Powel (2006) affirm that work-life balance enforces the idea that the root cause of imbalance lies with individuals and the choices they make. Indeed, imbalance itself according to them results from role conflict which occurs when the cumulative demands of work and non-work roles are incompatible in some respect such that participation in one role is made more difficult by participation in the other. Indeed, work-life balance if facilitated by the organization, can serve as an important strategy for driving both employee and employee commitment.

Child Care Support

People with families do not have the luxury to stay at home anymore and take care of their children. The trend is towards dual-earning families as life has become too expensive to let a potential money-maker stay at home. Thus, the demand for child care options as a means of helping employees achieve work-life balance is becoming increasingly important (Vlems, 2005). Some popular child care options include crèche, day-nursery, after school child care, teen care, host parent care, and leader at-home.

The availability of child care services serves as a significant boost to ensuring that employees are able to combine and manage successfully their work and non-work responsibilities. Indeed, as Doob (2013) observes, childcare or child minding is the caring for and supervision of a child or children, usually from age six weeks to age 13 yrs. Child care is the action or skill of looking after children by a day-care centre, baby sitter, or other care providers. A child care service represents the whole gamut of actions, skills and techniques of looking after children by a day-care centre, baby sitter, or other providers. Child care providers are our children's first teachers and therefore play an integral role in our systems of early child education. Quality care from a young age can have a huge impact on the future successes of children (Cerbasi, 2012).

It is a major requirement in developed and developing societies for children to be taken care of by their parents or their legal guardians. In families where children live with one or both of their parents, the child care role may also be taken on by the child's extended family. If a parent or extended family is unable to care for the children, orphanages and foster homes are a way of providing for children's care, housing and schooling.

Employee Commitment

What is now apparent is that, as long as the organization has been able to attract the right sort of employees and has provided a suitable work environment, employee commitment will be largely influenced by the interactions that occur between colleagues and with their immediate and senior managers. The relationship between the organization and the employee, therefore, should be considered as being no different from any other type of relationship (Torrington, Taylor, Hall & Atkinson 2005).

Commitment might be thought of simply in terms of feelings of obligation or emotional attachment. However, in the last years, a growing consensus has emerged that commitment should be viewed as a multidimensional construct. Allen and Meyer (1990) developed an early model that has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an affective emotional attachment towards an organisation (affective commitment); the recognition of costs associated with leaving an organisation (continuance commitment); and a moral obligation to remain with an organization (normative commitment).

One important point is that not all forms of employee commitment are positively associated with superior performance (Meyer & Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance benefits. The main reason such an employee remains with an organisation is for the negative reason that the costs associated with leaving are too great. In more recent years, this typology has been further explored and refined to consider the extent to which the social environment created by the organization makes employees feel incorporated and gives them a sense of identity.

Affective Commitment

Mowday, Porter and Steers (1982) further states that affective commitment is when the employee identifies with a particular organization and its goals in order to maintain membership and to facilitate the attainment of the goal. Meyer and Allen (1991) maintain that employees retain membership out of their own choice and this serves as their commitment to the organization. Continuance commitment on the other hand, is the willingness to remain in the organization because of the investment that the individual has with the organization. These investments are referred to as non-transferable investments (Meyer & Allen, 1997).

Non-transferable investments include things such as "retirement benefits, relationships with other employees, or those benefits that are peculiar and special to them by virtue of their membership of the organization (Riechers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Riechers, 1985). Meyer and Allen (1991), further explains that employees who share continuance commitment with their employers often find it very difficult to leave the organization.

Continuance Commitment

Meyer, Allen and Smith (1993) observe that the three types of commitment attempts to describe a psychological state that either defines the employee's relationship with the organization or the implications of the employee stay with the organization. Indeed, Meyer, Allen and Smith (1993) conclude that research evidence shows generally that employees with a strong continuance commitment remain with the organization because they have to and those with a normative commitment remain because they feel that they have to. Meyer and Allen (1991) define a committed employee as being one who stays with an organization, attends work regularly, puts in a full day or more on the job and is generally committed to promoting the best interest of the organization.

Normative Commitment

Normative commitment is the commitment that a person believes he/she has towards the organization or that feeling of obligation at the workplace. Bolon (1993).Similarly, Weiner (1982) discusses normative commitment as being an employee's generalized values of loyalty and duty to the organization. The argument is that normative commitment is only natural due to the way we are raised in the society. We are raised to obey societal norms and values. Normative commitment at the workplace can be explained as being akin to other commitments such as marital, family, religious etc. Therefore, when it comes to one's commitment at his/her place of work, the feeling that comes to mind is like one having a moral obligation to the organization (Weiner, 1982).

Childcare Support Service and Employee Commitment

As evidence shows, the subjective wellbeing of the parents strongly decreases after the birth of a child, while tendencies to adjust are not always observable few years after the birth. Why subjective well-being decreases on average after the birth of a child is still a contemporary research issue. However, it is clear that one of the most challenging issues that parents face after the transition to parenthood is finding a satisfactory balance with their involvement in family and working tasks (Tausig and Fenwick, 2001). The new demanding role as parents subtracts time and energy to both paid work and leisure time. Strategies to reconcile childbearing and job-related tasks are especially important for mothers, which traditionally are the ones in charge of caring the child (Sayer, Bianchi & Robinson, 2004). The facilitation of childcare support services enables workers who are parents to be able to balance their work roles and those of parenthood and in this way, possibly enhances their levels of commitment.

Also, Diane (1990) examines effect of providing on-site child care services on personnel productivity, morale and retention at workplace. The aim of the study was to investigate possible impact of on-site child development centers on the productivity, morale, and retention of naval officers enlisted personnel. The study adopted descriptive research survey design and this was carried out among Navy personnel with dependents under age 13, assigned to eight Navy shore installations in which four of them offer child care and four do not. However, approximate values of 39% respondents were reported to experience child care-related work interference, regardless of their marital status or command type. Hence from the foregoing the study hypothesizes that:

Ho_1: There is no significant relationship between child care support services and employee affective commitment in deposit money banks in Rivers State.

Ho_2: There is no significant relationship between child care support services and employee continuance commitment in deposit money banks in Rivers State.

Ho_3: There is no significant relationship between child care support services and employee normative commitment in deposit money banks in Rivers State.

METHODOLOGY

The researcher adopted the cross-sectional survey. The target population for this study was 1197 employees drawn from the main branches of 19 deposit money banks in Rivers State. The population was considered accessible as it focused on the employees in the headquarter branches of all the 19 identified deposit money banks in Rivers State that have operated for at least five years A sample of three hundred (100) respondents was calculated using the Taro Yamane's formula for sample size determination. Descriptive statistics were used for data presentation and Spearman's rank correlation was used for hypothesis testing with the aid of Statistical Package for the Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Secondary data analysis was carried out using the Spearman's rank correlation at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman's rank correlation to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p> 0.05$) or rejecting the null hypothesis in ($p <0.05$).

Table 1 Test for hypotheses on child care support and measures of employee commitment

			Child	Affective	Normative	Continuance
Spearman's rho	Child	Correlation Coefficient	1.000	.656**	.623**	.610**
		Sig. (2-tailed)	.	.000	.000	.000
		N	212	212	212	212
	Affective	Correlation Coefficient	.656**	1.000	.492**	.627**
		Sig. (2-tailed)	.000	.	.000	.000
		N	212	212	212	212
	Normative	Correlation Coefficient	.623**	.492**	1.000	.689**
		Sig. (2-tailed)	.000	.000	.	.000
		N	212	212	212	212
	Continuance	Correlation Coefficient	.610**	.627**	.689**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	212	212	212	212

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

Source: SPSS Output

Ho$_1$: There is no significant association between child care support services and employee affective commitment in deposit money banks in Rivers State.

Table 1 contains estimated results of the Test for hypothesis on child care support and employee affective commitment and it was revealed that child care support is associated with affective commitment given that the correlation co-efficient (r = 0 .656) with its calculated probability value (p-value= 0 .000) which is less than (<) 0.05. This shows that there is strong and positive association between both variables even at 99% level of confidence interval. Hence, the null hypothesis of no significant association between the variables is rejected based on the decision rule. However, the alternate hypothesis is accepted and restated that child care support is significantly associated with affective commitment in deposit money banks in Rivers State.

Ho$_1$: There is no significant association between child care support services and employee continuance commitment in deposit money banks in Rivers State.

Table 1 shows the estimated results of the test for hypothesis on child care support and employee continuance commitment and it was revealed that child care support is associated with continuance commitment given that the correlation co-efficient (r = 0 .623) with its calculated Probability value (p-value= 0 .000) which is less than (<) 0.05. This shows that there is a strong and positive association between both variables even at 99% level of confidence interval. Therefore, the null hypothesis of no significant association between the variables is rejected based on the decision rule. However, the alternate hypothesis is accepted and restated that child care support is positively associated with continuance commitment in deposit money banks in Rivers State.

Ho3: There is no significant association between child care support services and employee normative commitment in deposit money banks in Rivers State.

Table 1 shows the estimated results of the test for hypothesis on child care support and employee normative commitment and it was revealed that child care support is associated with normative commitment given that the correlation co-efficient (r = 0 .610) with a calculated probability value (p-value =0 .000) which is less than (<) 0.05. This shows that there is a strong association between both variables even at 99% level of confidence interval. Therefore, the null hypothesis of no significant association between the variables is rejected based on the decision rule. However, the alternate hypothesis is accepted and restated that child care support is positively associated with normative commitment in deposit money banks in Rivers State.

DISCUSSION OF FINDINGS

Hypotheses which assessed the relationship between child care support services and employee commitment were tested and the results revealed that there is positive and significant relationship between childcare support services and employee commitment in deposit money banks. According to Vlems (2005) the demand for child care services as an option for helping employees to achieve work-life balance is gradually becoming an important condition or an entry point for women coming into the workforce. Day care support services options adopted by several organizations includes crèche and after school support care, these child care support services enable employees to manage their work-life as well as its associated challenges. Similarly, Gutex, Searle and Klepa, (1991) examined two set of samples of employees, the first set were employees with families whereas the other set were employees without families. These were done using a selected sample of psychologies and volunteer set of managers. It was revealed that there exist two types of perceived work family conflict such that there is interference between the two. It was found that there is no clear separation between the two; the family depended on work whereas work also depends on family. Conversely, Frone, Russell and Cooper (1997) developed an integrative work family model using a sample of 372 employed adults that are all married and having children.

It was discovered from the study that there exist an indirect reciprocal relationship between work and family life, as well as family life and work. Similarly, Loerch et al (1989) investigated the relationship between family domain related variables and the three sources of work family conflict which include: time, strain and behavior based in nature. For example number of children an employer have, spouse working hours, and couple’s employment status. The strain base include; conflict that occur within the family, spouse support services, the level of spouses’ experience relating to her/his role behavior based experienced, family intrusions for example parental, marital and domestic responsibilities and its associated role involvement. It was found from the results of the study that the time based antecedents were not significantly related to any of the form of work-family conflict among the men or women, whereas strain based conflict were found to have positive and significant relationship with work-family conflict. Therefore, the negative relationship that exists between work-family conflicts was not supported in anyway. In another related studies by Higgins et al (1994) and Frey and Breaugh (2004) on work family conflict and parental demands, it was found that interference was the greatest challenge faced by employees especially when the children were much younger. It was further reported that the highest level of family interference with work occurs mainly among women than men especially in the early years of their life, although, the level of interference were comparatively small to men's in their life cycle stage (i.e. children within the age of 10-18 years). In Frye and Breaugh (2004) study, it found that having child care services can be used in predicting family-work conflict and there is positive relationship between family and work conflict.

Voydanoff (2005) used differential salience comparable approach to examining the effects of work challenges and its resources on work and family conflict. The data used in the study was extracted from the National Study of Challenging Workforce (NSCW) and it comprises of 1,938 employed adults living with family members. The model was developed to capture domain demands, boundary spanning resources which include work, family and facilitation. The results from the study revealed that time-based demand; for examples work hours and extra work without notice, and strain-based demands which include job security and time pressure were positively associated with work and family conflict. Similarly, it was found that resources (except learning opportunities) revealed to have positive relationship with work and family conflict. Meanwhile, time based family support policies which include parental leave and time off schedule for family related issues and work as well as family, and organizational support revealed to have negative association with work conflict and family facilitations. The results obtained in this study corroborate other existing literatures in this area.

CONCLUSION AND RECOMMENDATION

Based on findings, this study thus concludes that child care support services significantly relate with employee commitment in deposit money banks in Rivers State. This implies that when deposit money banks provide employees with child care support it would in turn enhance employees' desire and willingness to continue with their organizations and to be consistent in their jobs.

Therefore, the study recommends that management of Deposit Money Banks should create child care support assistance as this will help the employee. Which are crèche services, day nursery and after school childcare.

REFERENCES

Aksu, A., & Aktas, A. (2005). Job satisfaction of managers in tourism: Cases in the Antalya Region of Turkey. *Managerial Auditing Journal*, 20 (5) 479- 488.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63*(1), 1-18.

Allen, N. J., & Meyer, J. P. (1990).The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63 (4) 1-18.

Askenazy, P. (2004). Shorter work time, hours flexibility and labor intensification. *Eastern Economic Journal,* 30(4), 603-614.

Aycan, Z., Al-Hamad, A. B., Davis, A. & Budhwar. (2007). Cultural orientations and preferences for HRM policies and practices: The case of Oman. *International Journal of Human. Resource Management*, 18(1), 11-32.

Bateman, T., & Strasser, S. (1984). A Longitudinal analysis of the antecedents of employee commitment. *Academy of Management Journal*, 27 (1) 95-112.

Bayazit, M., & Mannix, E. A. (2003). Should I stay or should I go? Predicting team members' intent to remain in the team. *Small Group Research*, 34 (3) 290-321.

Blau, P.M (1964).*Exchange and power in social life*. New York: John Wiley and Sons Limited.

Bolon, D.S. (1997). Organizational citizenship behavior among hospital employees: a multidimensional analysis involving job satisfaction and organizational commitment. *Hospital & Health Services Administration,* 42, 2, 221-241

Brotherton, B. (2003). *International hospitality industry: Structure, characteristics and issues*. Butterworth-Heinemann, New York.

Cieri, H. De, Holmes, B., Abbott, J., & Pettit, T. (2002). Work/life balance strategies: Progress and problems in Australia (No. 58).

Cohen, A. (1999). Relationships among five forms of commitment: An empirical assessment. *Journal of Organizational Behavior*, 20 (3), 285-308.

Conway, N., & Briner, R. B. (2002). Full-time versus part-time employees: Understanding the links between work status, the psychological contract, and attitudes. *Journal of Vocational Behavior*, 61 (2) 279-320.

Cropazano, R., & Mitchell, M.S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management, 31(6*), 874-900.

De Vaus, D. (2001).*Research design in social research*. Sage, London.

Diane L.H. L. (1990). The effect of providing on-site child care services on personnel productivity, morale and retention. Naval Postgraduate School, Thesis Monterey, California.

Doob, C.B (2013). *Social inequality and social stratification in U.S society.* Upper Saddle River, NJ: Pearson, 227-253.

Duxbury, A., Rex, A., & Linda, J (1991). An evaluation of measurement ratios, *Journal of Applied Psychology,* 4(6), 60-63.

Freund, A. & Carmeli, A. (2003). An empirical assessment: Reconstruct model for five universal forms of work commitment. *Journal of Managerial Psychology*. 18 (7), 708-725.

Frone, M. R., Russell, M., & Cooper, M. L. (1997). Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents. *Journal of Occupational and Organizational Psychology*, 70, 325-335.

Frye, N. & Breaugh, J. (2004). Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: A test of conceptual model. *Journal of Business and Psychology,* 19 (2), 197-206.

Furnham, A. (1990). *The protestant work ethic, the psychology of work-related beliefs and behaviors.* Routledge, London.

Furnham, A. (1990). The protestant work ethic, the psychology of work-related beliefs and behaviors. Routledge, London.

Greenhaus, J., & Beutell, N. (1985). Sources of conflict between work and family roles. *The Academy of Management Review,* 10(1), 76.

Greenhaus, J.H., Collins, K.M., & Shaw, J.D. (2003).The relation between work family roles. *.Academy of Management Review,* 10 (1), 76-88

Gutex, B.A., Searle, S. & Klepa, L. (1991).Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology,* 76, 560-568.

Halrynjo, S. (2009). Men's work life conflict: career care and self-realization: Patterns of privileges and dilemmas. *Gender, Work and Organization,* 16(1), 98-125.

Haynes, K. (2007). Transforming identities: Accounting professional and the transition to mother hood. *Critical Perspectives on Accounting,* 19(5), 42-620.

John, P. M. & Elyse R, M. (2010). Employee commitment and well-being: A critical review, theoretical. *Journal of Vocational Behaviour*, 4(2), 123-134.

Kamau, R.W. (2015). Factors influencing employee commitment and its impact on organizational performance: A case study of Kenya airports authority. A Research Project Report Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

Lockwood, N.R. (2006, April 4). *Work/life balance challenges and solutions. Res. Quart HR Mag 49-56*

Lowry, D. S., Simon, A. & Kimberley, N. (2002). Toward improved employment relations practices of casual employees in the New South Wales registered clubs Industry. *Human Resource Development Quarterly*, 13 (1) 53-70.

Mathieu, J. E., &Zajac, D. (1990).A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171–194.

Meyer, J. P. & Allen, N. J. (1997). *Commitment in the work-place: theory, research and application.* Thousand Oaks: SAGE Publications.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology, 78*(4), 538-551

Meyer, J. P., Becker, T. E., & van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior,* 27(5), 665–683.

Meyer, J.P & Allen, N.J (1991).The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology, 63*(1), 1-18.

Morrow, P. C. (1993). *The theory and measurement of work commitment.* JAI Press, Greenwich.

Ojo, .I. S., Falola, H. O., & Mordi, C. (2014). Work life balance policies and practices: A case study of Nigerian female university students. *European Journal of Business and Management*, 6 (12), 184-193

Pfeffer, J. (1982). *Organization and organization theory*: Pitman Books Limited

Porter, L.W., Steers, R.M., Mowday, R.T. & Boulian, P.V. (1974). Employee commitment, employee commitment and turnover among psychiatric technicians. *Journal of Applied Psychology,* 59(5), 603-609.

Riechers, A. (1985). A review and re-conceptualization of employee commitment, *Academy of Management Review*, 10, 465-476

Sayer, L. C., Bianchi, S. M., & Robinson, J. P. (2004a). Are parents investing less in children? Trends in mothers' and fathers' time with children. *American Journal of Sociology*, 110, 1–43.

Scott, B. (2007). *What impact does training have on employee commitment and employee turnover.* Kingston: University of Rhode Island.

Smith, J., & Gardner, D. (2007). Factors affecting employee use of work–life balance initiatives. *New Zealand Journal of Psychology,* 36(1), 1–12.

Tausig, M., & Fenwick, R. (2001). Unbinding time: Alternate work schedules and work-life balance. Journal of Family and Economic Issues, 22: 101–119.

Torrington, D., Taylor, S., Hall, L., & Atkinson, C. (2011). *Human resource management* (8th ed). London: Prentice Hall. London: Prentice Hall

Virrick, M., Lilly, J.D., & Casper, W.J. (2007). Doing more with less: An analysis of work-life balance among lay-off survivors. *Career Development International,* 12(5), 463-480.

Viswanathan, V., & Jain, V. (2013). A dual-system approach to understanding "generation Y" decision making. *Journal of Consumer Marketing,* 30(6), 484–492.

Vlems, E. (2005).Work-life balance. unpublished thesis, KatholiekeHogeschoolKempen, Handelswetenschappenen BedrijfskundeGeel. http://hdl.handle.net/2161/etd.1353.

Voydanoff, P. (2005). Work demands and work-to-family and family-to-work conflict: direct and indirect Relationships. *Journal of Family Issues*, *26*(6), 707–726.

Wiener, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes: An integrative approach. *Organizational Behavior and Human Performance, 26,* 81-96.

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 4, PP 43-50, ISSN: 2382-7446, October, 2021
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Reward Management System and Employee Performance in the Fast Moving Consumer Goods (FMCGS) Sector in Nigeria

Joy Ifeoma ENEMUO,
Department of Management, University of Nigeria, E'nugu Campus, Enugu State, Nigeria
Idowu Adegboyega OLATEJU,
Department of Management and Accounting, Lead City University, Ibadan, Oyo State, Nigeria,

Abstract: *This study evaluated the relationship between rewards systems and employee performance in the FCMGs firms in Nigeria. It specifically evaluates the relationship between extrinsic and intrinsic rewards among employees of consumable goods firms. Survey design method was adopted and descriptive statistics based frequency tables were used in the study to provide information on demographic and research questions variables. The results analysis was followed by inferential statistics on the variables with the use of correlation coefficient at 0.05 level of significance. A total of 234 questionnaires were distributed to employees of the selected FCMGs and a total of 180 employees completed the questionnaire properly. The study finding revealed that there is a statistical significant relationship between the independent variables and that of dependent variables. The intrinsic reward has positive correlation with the performances. The study recommended that the FMCG organizations should get to know their employees more better so that they can employ the right motivational and compensation packages and strategy.*

Keywords: *Rewards, Motivation, Intrinsic/Extrinsic and Employee performance*

INTRODUCTION

One of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improvise company performance both financial and non-financially is reward. According to Dewhurst (2010), there are other means to reward employees that do not just focus on financial compensation. Some of these include the praised that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Much research on leader power have found that supervisor reward power would be positively associated with employee task performance, productivity, satisfaction, turnover, and organizational citizenship behaviors(Simon,1976; Martin & Hunt, 1980; Jahangir, 2006).

Employee will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees, etc. Among all those factors which affect employee performance, motivation that comes with rewards is of utmost importance. Motivation is an accumulation of different processes which influence and direct our behavior to achieve some specific goal (Baron, 1983).Rewards can be extrinsic or intrinsic, extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in terms of salary/ pay, incentives, bonuses, promotions, job security, etc. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer, and job rotation after attaining the goal. According to Luthans (2000), there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees. Financial rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non financial rewards are non monetary/non cash and it is a social recognition such as acknowledgement, certificate, and genuine appreciation etc. The non financial rewards is also called materials award (Neckermann and Kosfeld, 2008).

Desired performance can only be achieved efficiently and effectively, if employee gets a sense of mutual gain of organization as well as of himself, with the attainment of that defined target or goal. An organization must carefully set the rewards system to evaluate performance at all levels employee' and them rewarding them whether visible pay for performance of invisible satisfaction. The concept of performance management has given a rewards system which contains; needs and goals alignment between organization and employees, rewarding employee both extrinsically and intrinsically. The system also suggests where training and development is needed by the employee in order to complete the defined goals. This training or development need assessment of employee gives them an intrinsic motivation. Frey (1997) argues that once pay exceeds a subsistence level, intrinsic factors are stronger motivators, and staff motivation requires intrinsic rewards such as satisfaction at doing a good job and a sense of doing something worthwhile.

There is mix finding in the literature to determine which type of reward is more effective to increase employees' performance. According to Perry et al (2006) financial rewards is not the most motivating factor and financial results have a de-motivating effect among employee (Srivastava, 2001). Several studies have found that among employee surveyed, money was not the most important motivator, and in some instances managers have found money to have a demotivating or negative effect on employees (University of Texas, undated). On the other hand, it is also indicated that non monetary types of rewards can be very meaningful to employees and very motivating for performance improvement. According to him, creative use of personalized non -monetary rewards reinforces positive behaviours and improves employee retention and performance. These types of recognition can be inexpensive to give, but priceless to receive. In this work we will found out the rewards systems that become more imperative to employee performance. The study evaluates the nature of the relationship between intrinsic, extrinsic rewards and employee performance.

LITERATURE REVIEW

The Concept of Reward Management Systems

In the globalization age, the workplace realities of previous organizations no longer exist. It is necessary to revise carefully. It is also important for the organizations to meet and introduce new motivational tools of employees since the change has been observed on the (Roberts, 2003). Beer et al, (1984) strongly asserts in their research of changing work environment the reality that organizations today have totally changed, therefore it is more important for the top management to carry out new methodologies of developing strong and durable relationship between the organization and employees for meeting the organizational goals and fulfilling the continually changing needs of both parties. Most of the organizations have gained the immense progress by fully complying with their business strategy through a well balanced reward and recognition programs for employee.

Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation. According to Babakus et al. (2003), the perceptions that employees have with regards to their reward climate influences their attitude towards their employees. In addition, the commitment of managers towards their organization is also shown by how the manager rewards his/her employees. Goulder (1960) mentions the norm of reciprocity, which focuses on the ability of organization to accommodate the needs of their employees, and reward them for their effort. In exchange for the rewards provided to them, employees should reciprocate by increasing their commitment towards their organization and their work. Many studies in the creativity literature have shown that the firm's perform creatively (Eisenberger, 1992; Eisenberger, Armeli and Pretz, 1998; Eisenberger and Rhoades, 2001).

Rewards Based System

The effectiveness of skilled employees is likely to be limited if they are not motivated to perform. One of the means that organizations can use to enhance employee motivation and performance is to provide performance-related compensation (Delaney and Huselid, 1996). A reward and compensation system is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive(Fey and Bjorkman, 2001; Guest, 2002; Mendonca, 2002). In other words, the compensation system (e.g. profit sharing) contributes to performance by linking the interest of employees to those of the team and the organization, thereby enhancing effort and performance(kalleberg and Moody,1994; Huselid, 1995; Kling, 1995). According to Nelson & Spitzer (2002) although cash rewards are welcomed by employees, managers should never use this as a tool to motivate their employees to improve their performance levels. Should this happen, there is a change that the essence of the reward would be forgotten. In a study conducted by (Bewen, 2000), the researcher warns that managers should be aware of 'nonrewards'. Such rewards should be utilized to its full.

Every organization's reward system should focus on these major areas; compensation, benefits, recognition and appreciation (Sarvadi, 2010). Benefits such as car loans, medical covers, club membership, ample office space, parking slots and company cars are ways of rewarding and employees do note the types of benefit that their organization offers.

Recognition and appreciation are another integral component of a winning strategic reward system. Recognition is to acknowledge someone before their peers for desired behaviour or even for accomplishments achieved, actions taken or having a positive attitude. Appreciation on the other hand centers' on showing gratitude to an employee for his or her action. Such rewards help employees to gauge their performance and know whether they are doing good or bad (Sarvadi, 2010).

Cash bonus is another form of reward that organizations use to reward employees for exemplary performance that is if they have performed higher or exceed their set targets, this hence makes them eligible (Finkle, 2011). The amount of cash is determined by how high the employee has over exceeded the set targets or they can also be based on ranks or job groups. Nowadays, companies are rewarding performance bonuses to junior employees to increase output, unlike the past where they used to be a privilege of top executives. Performance bonuses are now on the rise in many organizations because managers want to link performance to reward. (Block & Lagasse, 1997).

Companies use cash bonuses to reward their employees' performance during the year under appraisal. But there is also the unspoken expectation that these bonuses will be a factor in motivating employees' performance next year as well. Employees who receive a large bonus will likely want to get it next year too. On the other hand, employees who receive a miserly bonus and it reflects how the company assessed their performance, might consider improving next year (Finkle, 2011). The task of developing a strategic rewards framework for organizations is usually challenging but necessary to survive in the competitive and changing market place. The process however cannot be copied from the organizations but needs to be designed, developed and grown within the unique environment of the organization (Wilson, 2003). A well designed incentive program rewards measurable changes in behaviour that contribute to clearly defined goals. The challenge in developing such a program lies in determining what rewards are effective agents of change, what behaviours can be changed and the cost and benefits of eliciting change (Hartman et al, 1994).

Employee Performance

Measuring performance is of great importance to an incentive plan because it communicates the importance of established organizational goals. "What gets measured and rewarded gets attention" (Bohlander et al, 2001). In discipline of human resource management, different writers suggest the following indicators for measuring employee performance and they include: quality that can be measured by percentage of work output that must be redone or is rejected; Customer satisfaction that can be measured by the number of royal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives (Hakala, 2008; Armstrong, 2006).

The management of individual performance within organizations has traditionally centered on assessing performance and allocating reward, with effective performance seen as the result of the interaction between individual ability and motivation. It is increasingly being recognized that planning and an enabling environment have a critical effect on individual performance, with performance goals and standards, appropriate resources, guidance and support from the managers all being central (Torrington, Hall & Stephen, 2008). Human resource policies and practices indeed do affect organizational as well as individual performance. Job satisfaction for example, has for a long time been seen as key to affecting business performance as well as commitment. In addition researchers have also identified motivation as the mediating mechanism and some identify trust and morale. In spite of more recent attention to commitment, motivation is still considered to be an important influence to performance (Torrington et al, 2008).

Rewards Systems and Employees Performance: The Nexus

Rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salary; this will make them strive to achieve more (Maund, 2001). Employees should be aware of the relationship between how they perform and the rewards they get. Organizations should apply performance management programs which assist in planning employee performance, monitor performance by effecting proper measuring tools Rewards should be used as a way of strengthening good behaviour among employees as well as productivity. Hence reward systems should focus on reinforcing positive behaviour. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity etc. Employers and managers should then design or come up with a system to measure or quantify all these aspects so that rewards are then given accordingly. A good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives.

An effective reward program may have three components: immediate, short-term and long term. This means immediate recognition of a good performance, short- term rewards for performance could be offered monthly or quarterly and long- term rewards are given for showing loyalty over the years (Schoeffler, 2005). Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance.

Research has proven that when human being are appreciated and praised they tend to improve their performance. This is another way an organization can apply as a reward so as to improve performance. Praise could be shown in the organization newsletter or in meetings. When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance (Torrington & Hall, 2006). Organizations should reward employees more often. This greatly improves performance compared to having the rewards maybe only once a year. This is because frequent rewards are easily linked to the performance. (Thomson & Rampton, 2003). Another way through which organizations can use reward systems to increase output is by personalizing the reward. When rewards tend to be so general, employees do not value them. Organizations can use rewards to improve employee performance by incorporating appraisal or promotion for employees who have a good record of performance. Managers should be on the lookout for employees who perform well.

Theoretical Frameworks

This study anchored on Vroom's expectancy theory. Vroom suggested that individuals will choose behaviours they believe will result in the achievement of specific outcomes they value. In deciding how much effort to put into work behaviour, individual are likely to consider three things; valence, instrumentality and expectancy. All these factors are often referred to as 'VIE' and they are considered to influence motivation in a combined manner. Managers should therefore attempt to ensure their employees that increased effort will lead to higher performance which will hence lead to valued rewards (Ryan & Pointon, 2005).

The relevance of this theory to the study is that most FMCGs have put up rewards (cash bonuses) that are supposed to be attractive so as to achieve a desired outcome which is employee performance. Thus employees have to exert effort in their work that will lead to a certain level of performance that is desirable by management, which will then result to a reward.

METHODOLOGY

This research adopts a "*survey method*" and design. This is so because survey research focuses on the people, the vital facts of people and their beliefs, opinion, attitudes, motivation and behaviour. The population of this work consists of the staff of three selected FMCGs Offices in Enugu State, Nigeria. They are Dangote Nigeria Plc, Unilever Nigeria Pls and Cadbury Plc. The populations of this staff are 899. From the population, sample size is developed through Trek (2006) formula and 234 sample size was drawn. Also, the non-probability *convenience* sampling was used as the sampling technique for this study. Data for this study were collected mainly from primary source. Data were gathered from the primary source through questionnaire that was self-administered. The questionnaire was pre-tested on 20 respondents at Unilever Office in Enugu. In this study, a reliability co-efficient (Alpha value) result of 0.87 was derived and this indicates that the instrument is very reliability. The objective of pre-testing was to allow for modifications of various questions in order to rephrase, clarify and clear up any shortcomings in the questionnaire.

RESULTS AND FINDINGS

The table below shows the means and standard deviation for key items for both intrinsic and extrinsic rewards used in the study. This shows that the basic pay, performance bonus, career advancement, recognition, learning opportunity and challenging work ranged from a low 3.03 to a high of 7.46. Results of the descriptive statistics in terms of arithmetic mean and standard deviation show that reward of the employee in the sample are relatively good. The mean values for the entire variable are relatively high. Above mean values show the employees recognition, challenging work and basic pay compared to other variables. Mean value for employee performance is 2.23 which shows that employees of the staff in the selected FMCGs are well rewarded.

Table 6.5: Descriptive statistics: Overall mean for rewards and employee work performance

Variables	Mean	Standard Deviation
Employee's Performance	2.2320	127.83857
Basic Pay	5.1840	229.76140
Performance bonus	7.1240	330.77984
Career Advancement	7.4580	393.25208
Recognition	3.0300	143.65584
Learning opportunity	6.0700	331.09817
Challenging Work	4.1740	193.30753

.

Question 2: Extrinsic and Intrinsic Rewards and Employees Performance

Dimension Correlations between rewards and employees' performances

	Employees' performance	Extrinsic rewards	Intrinsic rewards
Employees' performance	1	.549(.169)	.496(.197)
Extrinsic rewards	.549(.169)	1	.994**(.000)
Intrinsic rewards	.496(.197)	.994**(.000)	1

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

Table shows all the correlations between the variables examined in the study. The correlation coefficient was shown a strong relationship, r = 0.549 between the correlation coefficient was shown a strong relationship, r = 0.49 performance. Meanwhile intrinsic rewards also showed a strong relationship r = 0.994 toward extrinsic rewards with the significant level less than 0.01.

T-test of employees' intrinsic performance and extrinsic rewards

Model	**Standardized Coefficients**	**t**	**Sig.**
	Beta		
Basic Pay	.642	1.452	.121
Performance bonus	.478	.941	.208
Career Advancement	.491	.977	.200
Recognition	.374	.698	.267
Learning opportunity	.427	.819	.236
Challenging Work	.671	1.566	.107

Dependent Variable: Employee performance

The above shows that there is a relationship between extrinsic and intrinsic rewards with the employees' performances. Based on a result from Pearson Correlation Analysis, it showed that there was a positive relationship between rewards and employees' performance and also there is a highly positive and significant relationship between intrinsic and extrinsic rewards. The results of correlation matrix have supported the hypothesis that there exist a positive relationship among extrinsic rewards, intrinsic rewards and employee performance.

There are two factors included in the extrinsic rewards such as basic pay and performance bonus. Basic pay is a highly significant factor which affects employee performance than performance bonus. Both are positive significant factors which affect employees. There performance has four factors included in the intrinsic rewards such as recognition, learning opportunity, challenging work, career advancement. Among all of the four factors challenging work is a significant factor which affects employees' performance. The key finding from the analyzed data is summarized below:

Summary of Hypothesis Results

Hypothesis		Result
H_3:	There is a significant relationship between intrinsic reward and extrinsic rewards on employee performance.	Strongly Supported

CONCLUSIONS AND RECOMMENDATIONS

Nowadays human resource has been considered to be the most effective resource of an organization to remain competitive in the business world. Acquiring the right workforce and then retaining that force is one of the challenges to the organization. The result from this study examined and determined the relationship between rewards and employees'. Based on result of the study, it is showed that only extrinsic or intrinsic rewards are not sufficient to motivate employee to perform work highly. Hence, if the FCMGs key both types of rewards for the employees then it will increase their employees' performance because both intrinsic and extrinsic rewards both have different relevance. In line with this conclusion, the study recommends that:

i. Rewards have been known to have a positive effect on employee performance .Therefore, the FMCGS organization should get to know their employees well so that they can employ the right motivational strategy.

ii. Herzberg's motivator-hygiene theory says that if higher level needs (like a sense of achievement or opportunities for personal growth and having responsibility) were met, individuals would be motivated. The FMCGS organizations need to change the intrinsic nature and content of jobs by enriching them so as to enhance employees' sovereignty. This will foster opportunities for them to have additional responsibilities and as well gain recognition so as to be stellar achievers.

REFERENCES

Baer, M., Oldham, G. R., and Cummings, A. (2003) 'Rewarding Creativity: When does it Really Matter?', *The Leadership Quarterly*, 14, 569-586.

Baron, R.A. (1983*) Behavior in organizations*, p. 123, New Yourk: Allyn & Bacon, Inc.

Bowen, B.B,(2000) *Recognizing and rewarding employees*, US: McGraw-Hill.

Deeprose, D. (1994) *How to recognize and reward employees*. Newyour: AMACOM.

Eisenberger, R. (1992) 'Learned industriousness'*, Psychological Review*, 99, 248-267.

Eisenberger,R., and Cameron, (1996) Detrimental Effects of Reward' *American Psychologist*' 51(11), 1153-1166.

Eisenberger, R., Armeli, S., and Pretz, J. (1998) 'Can the Promise of Reward Increase Creativity?'*Journal of Personality and Social Psychology*, 74, 704-714.

Elsenberger, R. and Rhoades, L. (2001) 'Incremental Effects Reward on Creativity', *Journal of Personality and Social Psychology,* 81(4), 728-741.

Fairbank, J.F., and Williams, S.D. (2001) 'Motivating Creativity and Enhancing Innovation through Employee Suggestion System Technology', *Creativity and Innovation Management,* 10(2), 68-74.

Goodwin, C., Gremler, D.D.,(1996) 'Friendship over the counter: how social aspects of service encounters influence consumer service loyalty'.bIn; Brown, S.B., Bowen, D., Swartz, T. (Eds.), *Advances in Services Marketing and Management*, 5. JAI Press, London, 247-282.

Hafiza N. S., Shah S. S., Jamsheed H., Zaman K. (2011) 'Relationship Between rewards -and Emplo Profit Organizations of Pakistan', *Business Intelligence Journal-July,*.4, 2-11

Lawler, E.E. and Cohen, G. (1992) Designing Pay Systems for Teams', *ACAJ Journal,*1, 6-19.

Luthans, K. (2000) 'Recognition: A Powerful, but often Overlooked, Leadership Tool to Improve Employee Performance', *The Journal of Leadership Studies*, 7(1), 32-39.

McCormick and Tifflin, J. (1979) *Industrial Psychology*, New York; George, Allen and Urwin.

Milkovich, G.T., &Newman, J.M. (2002) *Compensation* (7^{th} ed.). NY: McGraw-Hill, New York, NY.

Neckermann, S. and and Kosfeld, M(2008*) Working for Nothing? The Effect of Non-Material Awards on Employee Performance,* Goethe-University Frankfurt, Germany.

Nelson,B. and Spitzer, D.R., (2000) *The 1001 rewards &recognition field book: the complete guide*, 1st Edition, US: Workman Publishing Company.

Perry, J.L., Mesch, D., & Paarlberg, L. (2006) 'Motivating Employees in a New Governance Era: the Performance Paradigm Revisited, *Public Administration Review*, 66, 505-514.

Reynolds, K.E., Beatt, S.E., (1999) 'Customer benefits and company consequences of customer-salesperson relationships in retailing', *Journal of Retailing*, 75(1), 11-32.

Shore, L.M., & Shore, Perceived organizational T, H., support(1995)and organizational' justice. In R. Cropanzano & K.M. kacmar (Eds.), *Organizational politics, justice, and support*: *Managing social climate at work*. Westport, CT: Quorum Presss.

Srivastava, A., Locke, E.A. and Bartol, K.M. (2001) 'Money and Subjective Well-Being it's Not the Money' *Journal of personality and Social Psychology*, 80, 959-917

Managerial Humor Practices: A Driving Force for Employees' Commitment

*Isaac, Susan Ndidi and **Jonah Charles Tambari PhD
*Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria.
**Department of Management, Faculty of Management Sciences, University of Port Harcourt, Choba, Rivers State, Nigeria

Abstract: *This paper examined managerial humor practices as a driving force for employees' commitment. Humorous practices or styles such as, affialiative, self-enhancing, aggressive and self-defeating humor employed by managers in their relationship with employees were discussed. The humor styles were further classified as positive and negative humor depending on the function it performs in the attainment of employees' organizational commitment. Affiliative and self-enhancing humors are classified as positive humors because they are positively related with the psychological well-being while aggressive and self-defeating humors are categorized as negative humor styles since they result in emotional reactions that are predominantly negative such as anger and aggression. Conclusion was drawn from scholarly research and articles, which postulated that managerial positive humor practices have a positive relationship with employees' commitment, hence a driving force for employees' organizational commitment while the negative humor is negatively correlated with employees' organizational commitment. It was recommended that positive humor should be encouraged in managerial relationship with subordinates to drive employees' commitment for the overall success of the organization.*

Keywords: *Humor, Affilaitive, Self-Enhancing, Aggressive, Self-Defeating and Employees' Commitment*

INTRODUCTION

Organizations are ladened with stress, strains, tensions and paradoxes which are observable in the day to day activities and relationship between managers/leaders and employees. This relationship explains aspects of organizational effectiveness, efficiency and commitment. Managers engage in practices that are intended to influence their subordinates (Hiller, DeChurch, Murase & Doty,2011) to cope with day to day interactions and feel a sense of belonging. Stress reduction is a crucial management issue since it could have adverse effects on the productivity of the organization and the ability to retain valuable employees (MiznikovaandSchönfeldt, 2010). Geoswami and Nair (2018) posit that managerial humor can make employees experience positive emotions which reduce stress and result in engaged employees. Humor is considered a fundamental ingredient of good and healthy employment relationships, particularly regarding that of managers-employees relationship which has numerous organizational outcomes as proposed by researchers. Miznikova and Schönfeldt (2010) referred that humor is a tool that managers use in achieving benefits in the organization.

Humor has the potential to address both issues of employees' retention and viability by helping to create a fun filled environment that employees find attractive (Romero andArendt, 2011).In the workplace, where differences in power and authority are an intrinsic part of interaction between managers and employees and colleagues, humor is an exceptionally useful strategy for putting across a negative or critical message or trying to undermine an opponent in an ostensibly acceptable manner(Cahill &Densham, 2014).Researchers have cautioned that humor can be both positive and negative and have proposed that work become meaningful when managers use positive humor to communicate with their employees because humorous expressions are an important aspect of interaction. In the same vein humorous work environment releases employees' creativity, reinforces their sense of freedom and commitment.

Commitment is the psychological state that binds the individual to the organization (John and Elyse, 2010). This binding force can be necessitated by certain factors and experienced in different ways that can be accompanied by different mindset, including affective attachment and involvement with target (affective commitment), a felt obligation to the target (normative humor) and awareness of the cost associated with discontinuing with the target that is, continuance commitment (Igella, 2014). With this in mind, managers adopt practices that can drive employees' commitment as humor encourages productivity, builds momentum and reinforces a sense of belonging to something worthwhile.

LITERATURE REVIEW

Theoretical Foundation

There are three basic theories used in extant literature that explain humor; incongruity theory, relief theory and superiority theory. These three theories according to (Romero & Arendt, 2011) can be thought as contingency theories since they explain how humor works in different situations.

Incongruity Theory

This theory of humor was first mentioned by a German Philosopher, Emmanuel kant in 1790 and was further explained in "The World as Will and Idea", by Arthur Schopenhauer in 1819 who asserted that laughter is a means of acknowledging the humor that results when there is a disconnect between one idea and one's expectations. This theory attempts to explain what can be considered as humorous. It is built on the premise that surprises and uncommon circumstances engender humor (Meyer, 2000). According to this theory the things that people usually find funny and humorous are somewhat unexpected, surprising or inappropriate (Miznikova and Schönfeldt, 2010). This type of humor functions by establishing an incongruity between bodies of knowledge and the subsequent resolution of the incongruity by the recipient (Suls, 1972). Humor then can be seen as incongruity problem solving, which when moderately difficult, results in pleasure (e.g. laughter) when resolved (Romero & Arendt, 2011). This theory emphasis the cognitive aspect of humor, where it is necessary for one to have the mental capacity to identify and understand incongruous changes. With the application of this theory, some forms of humor found within the work environment are illustrations of the incongruity theory. In the organization, the use of incongruity may assist in communicating unpleasant information or expression of feelings with minimal social risk (Graham, Papa & Brooks, 1992). It has been stated that humor eases tension and overcomes monotony in the workplace (Richardson, 2013). This leads to employees engaging with one another (Meyer 2000). According to the Incongruity Theory, humor interrupts the pattern of dreariness of the workplace with a pleasant incongruence (Duncan, Smeltzer & Leap, 1990).

Relief Theory

This theory of humor tries to explain humor from the perspective of its functions and values to us as individuals. According to this theory, humor is an antidote of tension, stress and paradoxes of everyday life. The major proponent of this theory is Sigmund Freud. Freud (1928) opined that humor releases repressed emotions that are associated with the humor theme. Also, this theory assumes that an individual will laugh or experience humor when he/she feels that stress or tension has been released (Martin, Rich and Gayle, 2004). The theory is expressed as the release of built-up tension either regarding a subject or a general sense of tension within the responder (Morreall 2009; Lyttle 2007). Thus, organizational members use jokes, stories, and anecdotes to build group cohesion and alleviate boredom (Block, Browning, & McGrath, 1983; Smeltzerand Leap, 1988; Ullian, 1976), develop inclusive relationships, increase a sense of belonging (Duncan et al., 1990), reduce tension (Martineau, 1972), and enhance group enjoyment (Wasserman and Klein, 1974). Additionally, self- disparaging humor, that is when jokes are directed at oneself, could be used as a tool by managers to achieve a release of stress and increased subordinate participation, thus being an effective tool in the hands of a skillful leader (Miznikova and Schönfeldt, 2010).

Superiority Theory

This theory is centered on the superiority of a person over others and can be traced as far back as Plato. Superiority theory postulates that humor is used to gain control (LaFave, &Mennell, 1976) and feel superior (Ziv, 1984) by laughing at people or things that one's feels better than. Hobbes is often seen as the originator of the superiority theory, stemming from his political philosophy (Miznikova and Schönfeldt, 2010). His philosophy maintains that people are not making the social contracts out of altruistic concerns but rather to protect themselves, thus a person would feel jubilant whenever others look bad in comparison (Duncan *et al*. 1990). This theory proposes that if humor provokes laughter, either inward or outward, it is because of a sense of triumph over the person or situation. Superiority humor is often used to gain control over subordinates, while not always being of an aggressive nature and directed at another party. Also, applying this type of humor allows to "maintaining boundaries without suffering negative effects that occur when using forceful or critical language" (Martin 2004 p.209). Consequently, superiority humor can reinforce group unity by laughing at somebody's faulty behavior together, while feeling triumphant over those being ridiculed (Meyer 2000).In the organizational setting, though, status has a great importance in deciding who can execute humor over whom (Duncan, 1985). First, high status subordinates of a group joke more than low-status subordinates. Second, high-status initiators most often direct jokes towards low status subordinates. Third, when other (high-status) subordinates are present, high-status subordinates refrain from self-disparaging humor (Miznikova and Schönfeldt, 2010).

The Concept of managerial Humor Practice

The concept of humor in the organization is currently receiving significant attention as against certain historical context where managers consciously suppress humor because it was seen as uncivilized and dangerous (Collinson, 2017). These have led to the different definitions of humor given by several scholars as humor does not lend itself to general definition even though it is all around us and is used constantly; it is not a concept that can be easily defined (Miznikova and Schönfeldt, 2010). This is why scholars in the study of humor do not have a universal definition but adopt different definitions depending on the aspect of humor being studied. Gkorezis, Hatzithomas and Petridou(2011) in their study of 'The Impact of Leader's Humor on Employees' PsychologicalEmpowerment: the Moderating Role of Tenure' defined humor as a social expression with beneficial effects on physical and psychosocial health and well-being. Miznikora and Schonfeltd (2010) in defining organizational humor adopted Romero and Cruthirds (2006); definition of humor as amusing communication that produces positive emotions and cognitions in the individuals, groups or organization.The positive effect reflects the extent to which a person feels enthusiastic, active, and alert, and is related to social activity and positive emotional reactivity (Hoendervoogt, 2015). Similarly, it has a certain effect on the workplace or an organization too. For individuals at workplace, humor concerns their working mood and is a means for them to interact with members of their team.

Adequate exercise of humor can create a fun atmosphere and resolve embarrassment, dilemmas and even conflicts among people, establishing familiarity withothers and contribute to the quality of interpersonal relationship (Ho, Wang, Huang & Chen, 2011). In contemporary management, managers are expected to create an environment/climate where employees can easily interact with management and fellow employees, which will promote employees' cooperation that is necessary for the achievement of organizational goals. Humor when used in the organization promotes healthy work life and harmony. Managerial humor practice involves mangers communicating and interacting with subordinates using humorous materials. Managers can induce humor by presenting pleasant surprises, teasing, joking, laughing out loud, smiling, and raising a cynical eyebrowaimed at creating a fun filled atmosphere where employees can feel free to express themselves. Managers have a choice on how to introduce humor and this choice is amongst the different humor styles. An important development in humor research is the conceptualization of four humor styles in extant literature by scholars that can be explored by managers in the workplace which include: affiliative humor, self- enhancing humor, aggressive humor and self-defeating humor (Romero and Arendt, 2011).

Humorous Practices

Humorous practices in the organization or styles reflect individual differences in the functions of humor. Approaches to humor are assumed from the initiator's perspective, thus suggest why a manager would choose one or the other style in various organizational situations (Miznikova & Schönfeldt, 2010). Though approaches to humor are independent, they can be combined due to the overlapping functions they perform. Below are the four humorous practices employed by managers:

Affiliative humor

Affiliative humor is used to ease tension in interpersonal communication. People who employ this kind of humor tell jokes and funny stories to attract others and improving social interaction. This position is supported by Ho, Wang, Huang and Chen (2011), they asserted that it is like a lubricant that can easily ease out interpersonal strangeness and nervousness and instillenthusiasm into social occasions. Similarly, this type of humor also has positive correlation with self-esteem, optimism, and a good mood; it is negatively correlated with nervousness and anxiety (Martin, Puhlik-Doris, Larsen, Gray & Weir, 2003). Managers who use this humor practice/style tell jokes or funny things to relief interpersonal tension and provide subordinates with the sense of comfort; these managers are usually liked by others and seen as non-threatening.Ho, Wang, Huang &Chen (2011) also opined that applying affiliative humor in an organization is often built on the hope to minimize the strange feelings with subordinates, shorten mutual distance, try to bring members together and create solidarity and a positive environment so that the individuals and team can work toward common goals.

Self-Enhancing Humor

Self-enhancing humor helps in developing a positive mindset in the face of distress, tension and tribulation. People who employ self-enhancing humor have a humorous view of life and are not easily overwhelmed in distress and by its inevitable tribulations (Romero & Arendt, 2011). These people have a humorous attitude towards their life. When they deal with stress or difficulty, they motivate themselves through humor and maintain theirpositive awareness. It is an emotion-regulating or responsive defense mechanism. Self-enhancing humor has been said to be negatively related to neuroticism and positively related to self-esteem and favorable emotions (Ho, Wang, Huang & Chen, 2011). Romero and Cruthirds (2006) posit that this type of humor is used to enhance the image of the initiator when used in the organization. This humor style is individual centered unlike affliative humor (Martin *et al.,* 2003). Romero and Cruthirds (2006) also opined that this type of humor is use mainly to impress others. This is in consonance with Martin *et al*., (2003) assertion that self-enhancing humor emphasizes the internaltransformations of oneself and it is not easy for team members to be aware of the intensions of the initiations at the beginning. Managers who use this humor style enhance their self-image relative to others and demonstrate to others that the manager has a positive mindset towards stress and can effectively cope with organizational distress.

Aggressive Humor

Aggressive humor involves ‘put down’. People who use this type of humor try to humiliate, be-little and victimize others. It is also aimed at manipulating others by means of implied threat or ridicule (Janes & Olsen, 2000). This humor style is based on the superiority theory, which postulates that the initiator of the humor is superior to others. People make themselves feel better at the expense of others by using aggressive humor in order to maintain a superior status. Aggressive humor is said to be negatively related to agreeableness and conscientiousness while positively related to hostility, aggression, and nervousness (Martin *et al*., 2003).Naturally, aggression does not produce positive emotions and similarly it is not expected to establish positive relationships (Miznikova &Schönfeldt, 2010). In organizations, managers use this type of humor to humiliate employees increasing their anxiety and reducing their well-being (Gkerezis, Hatzithomas & Petridou, 2011). According to Miznikova and Schönfeldt (2010) the use ofaggression by managers might equal exercise of power and insensitivity, thus is not advised to be practiced when trying to achieve organizational outcomes by friendly means.

Self-Defeating Humor

Individuals who use self-defeating humor employ self-disparaging jokes in an attempt to amuse others. Self-defeating humor is a negative humor style detrimental to oneself and a self-denying defense mechanism that tends to hide negative feelings away from problems through humor (Romero and Cruthirds, 2006). By producing an excessive amount of self-disparaging and cynical humor, individuals attempt to ingratiate others at their own expense, by being the butt of the joke (Kuiper and McHale, 2009). This type of humor is said to be often positively related to depression, low self-esteem and anxiety, and negatively correlated with self-esteem, happiness and social support satisfaction (Martin *et al*., 2003). Self-defeating humor when used in an organization is meant to go along with everyone and gain acceptance from others. Managers who use excessive self-defeating humor can result in subordinates perceiving him/her not seriously, thus endangering their power in the group or organization. Despite the negative impacts of this humor style resulting in perceived emotional neediness and low self-esteem, managers who use it moderately are capable of facilitating closer relationships with employees by reducing their status, will be considered more approachable (Romero & Cruthirds, 2006).

The aforementioned humor styles can be broadly categorized into two major groups; positive and negative humor styles; affiliative and self-enhancing humorous approaches can be considered as positive humor since they are positively related with the psychological well-being (Gkerezis, Hatzithomas & Petridou, 2011). On the other hand, aggressive and self-defeating humor styles result in predominantly negative emotional reactions such as anger and aggression hence can be categorized as negative humor styles. Researchers have proposed that work become meaningful when managers use positive humor to communicate with their employees because humorous expressions are an important aspect of interaction which generates positive emotions. Roberts and Wilbanks (2012) posit that humor can perpetuate a positive emotions base on their wheel model of humor. In a study by Cheng and Wang (2014) it was found that persistent behavior can be influenced by humor through generating emotions. Managers' positive humor has been found to be positively associated with workattitudes such as subordinate job satisfaction and commitment (Geoswami and Nair, 2018).

Managerial Humor Practices and Employees' Organizational Commitment

Commitment is defined as a psychological state that binds the individual to the organization (John & Elyse, 2010). Fu and Deshpande (2013) refer to employees' organizational commitment as a measure of employees' attachment to and identification with their job. This involves an active attitude to work by the employees; willingness to be devoted to the organization and to remain employed in the organization. Such employees would be willing to expend their efforts in; demonstrate loyalty to the organization (Lee & Cha 2015) and will develop a predisposition and emotional attachment that is psychologically aligned with the organization's strategic intent (Narteh, 2012). Employees' organizational commitment is simply employees' attitudes to organization (Zhenget, 2010) and is crucial to the success of the organization. So it can be said that someone who has high organizational commitment will tend to show it in the attitude of acceptance, confidence, strong and in support of the values and goals of the organization, as well as a strong impetus to maintain membership in the organization for the achievement of organizational goals (Djastuti, Irviana, Rahardjo & Udin, 2019). Employees who have a high commitment to the organization will work more optimally and show good performance (Lee, Tan & Javalgi).

Owoyemi, Oyelere, Elegbede and Gbajumo-Sheriff (2011) have conceptualized three dimensions of employees' organizational commitment which include affective commitment, continuance commitment and normative commitment. Affective commitment refers to the employees' emotional attachment to, identification with, and involvement in the organization (Igella, 2014). Affective commitment is said to have a positive relationship with low employee turnover, low absenteeism and improved job performance (Wang, 2010). On the other hand, Continuance commitment is concerned with the employees desire remain with the organization which could be as a result of the cost associated with leaving the organization such as tenure, pay, benefits, vesting of pensions and family (Igella, 2014). Normative commitment is the moral obligation employees feel to remain in the organization. Coyle-Shapiro, 2008) proposed that normative commitment has been found to be correlated with affective commitment.

Scholars suggest that employees may express each of these three forms of commitment to varying degrees depending on the force that binds the employees to the organization and the factors that necessitated it. This binding force reflects the extent to which an individual identifies with an organization. Organizational commitment is often interpreted by employees' feelings toward the organization, how employees are willing to contribute and stay with the organization (Djastuti, Irviana, Rahardjo & Udin, 2019). They further opined that this feeling is often called affection, where one dimension of organizational commitment is affective commitment. An employee who feels fun at work or humor will be pleased with the work environment; it will spur them to exhibit positive behavior and attitude, one of which is how it is committed to the organization. The fun at work reflects and enhances an employee's commitment to the organization.

Djastutietal, *et al.* (2019) in their study found that humor or fun at work has a positive effect on organizational commitment. Fun moods and 'humor' in the workplace can be transmitted to other employees. Managerial positive humor practices such as affiliative and self-enhancing humor act as a bond to bring people together (Cahill & Densham, 2014). Individuals who use affiliative humor would be expected to be more cooperative with their team members and more committed to the organization, since the positive and other-focused nature of affiliative humor makes it a natural fit with cooperative and committed behaviors.Likewise, individuals who use self-enhancing humor would be expected to be more cooperative with their teams and more committed to their organizations because they are more satisfied.(Romero & Arendt, 2011) further purported that the positive relationship between self-enhancing humor and both extraversion and agreeableness suggests a positive relationship with team cooperation and organizational commitment. According to Geoswami and Nair (2018) leaders' positive humor has been found to be positively associated with work attitudes such as subordinate job satisfaction and commitment (Burford, 1987; Decker, 1987).

Similarly, Romero and Arendt (2011) in their research found that there is a positive relationship between team cooperation and affiliative humor and self-enhancing humor. In addition, there is a positive relationship between organizational commitment and affiliative humor and self-enhancing humor. There is a negative relationship between self-defeating humor and agree-ableness, social intimacy, and conscientiousness. This is consonance with Martin, *et al*., (2003) who asserted that a negative relationship exists between self-defeating humor and team co-operation or organizational commitment. People who use self-defeating humor would likely have a negative outlook on their team and their organization. Individuals who use aggressive humor are likely to perceive their team and their organization as inadequate and unworthy of their continued participation. The negative relationship between aggressive humor, agreeableness and conscientiousness and the positive relationship between aggressive humor and hostility (Martin, *et al*., 2003) suggest a negative relationship with team cooperation or organizational commitment.

CONCLUSION AND RECOMMENDATION

Managerial humor practice is a crucial factor in the organization which entails the relationship that exists between the managers and subordinates. This relationship is necessary for the effective operation of the organization. This is way humor practice in the organization creates positive feelings that enable employees have a sense of belonging. The three widely used theories of humor, which include: incongruity theory, relief theory and superiority earlier discussed laid the foundation on how humor is used and the functions it performs in the organization. These functions of humor are expressed in the humor styles employed by managers, which could be in form affiliative humor, self-enhancing humor, aggressive humor and self-defeating humor.

Scholars in this field have proposed that the use of positive humor (affiliative and self-enhancing) can stimulate positive emotions which in turn have the potential to trigger organizational outcomes such as employees' organizational commitment necessary for the attainment of the goals and objectives of the organization. On the contrary, negative humor (aggressive and self-defeating) has also been found to be negatively related to employees' organizational commitment because managers who employee negative humor are likely to perceive their team and their organization as inadequate and unworthy of their continued participation. Hence, managers are encouraged to employ positive humor, that is, affiliative and self-enhancing humor to drive employees' organizational commitment as it is pertinent for the overall success of the organization.

REFERENCES

Block, S., Browning, S. & McGrath, G. (1983). Humor in group psychotherapy. *British Journal of Medical Psychology, 56,* 89-97.

Cheng, D.C.M. & Wang, L. (2014). When joking at work helps you work: The influence of humor on persistence behavior. *Academy of Management Proceedings*, 1, 13110.

Collinson, D. (2017). Managing humor. *Journal of Management Studies* 39(3), 270-288

Coyle-Shapiro, M. A. (2008). Serving two organizations: Exploring the employment relationship of contracted employee. *Human Resource Management,* 45, 561-583.

Decker W. H. (1987). Managerial humor and subordinate satisfaction. *Social Behavior and Personality International Journal,* 15(2), 221–224.

Djastuti, I., Irviana, L., Rahardjo, S. T. &Udin U. (2019). Fun at Work and Employee Performance: The Roles of Job Satisfaction and Organizational Commitment in Manufacturing Companies.*Transactions on business and economics* 16, 153-163.

Duncan, W. J., Smeltzer, L. R., & Leap, T. L. (1990). Humor and work: applications of joking behavior to management. *Journal of Management*, 16(2), 255-79.

Duncan, W.J. (1985). The superiority theory of humor at work: Joking relationships as indicators of formal and informal status patterns in small, task-oriented groups. *Small Group Behavior*, 16(4), 556–64.

E. McGhee (Eds.). The psychology of humor: Theoretical perspectives and empirical issues. New York: Academic.

Freud, S. Humor. *International Journal of Psychoanalysis*, 1928, *9*, 1–6.

Fu, W. &Deshpande, S. P. (2013). The impact of caring climate, job satisfaction and organizational commitment on job performance of employees in a Chinese insurance company. *Journal of Business Ethics* 124(2), 1–11.

Graham, E. E., Papa, M. J., & Brooks, G. P. (1992). Functions of Humor in Conversation: conceptualization and Measurement. *Western Journal of Communication,* 56, 161-183.

Gkorezis, P., Hatzithomas, L. & Petridou, E. (2011). The Impact of Leader's Humor on Employees' Psychological Empowerment: the Moderating Role of Tenure. *Journal of Managerial Issues.* 13(1), *83-95*

Goswami, A. & Nair, P. (2018).The relationship of leaders' humor and employees' work engagement mediated by positive emotions: Moderating effect of leaders' transformational leadership style. *Leadership & Organization Development Journal* 37(8), 1-8.

Hiller, N. J., DeChurch, L. A., Murase, T. & Doty, D. (2011). Searching for outcomes of leadership: A 25-year review. *Journal of Management,* 37, 1137-1177.

Ho, L. H., Wang, Y. P., Huang, H. C. & Chen, C. H. (2011). Influence of humorous leadership at workplace on the innovative behavior of leaders and their leadership effectiveness. *African Journal of Business Management,* 5(16), 6674-6683.

Hoendervoogt, S. (2015). *The effect of leader and follower humor on leader, team and meeting effectiveness. IBA Bachelor Thesis Conference*, Enschede, The Netherlands.

Igella, R. (2014).*Factors influencing employee commitment: A case of kenya civil aviation authority.* A Project Report for the Degree of Masters in Business Administration (Mba), United States International University.

Janes, L.M. & Olson, J.M. (2000). Jeer pressure: The behavioral effects of observing ridicule in others. *Personality and Social Psychology Bulletin*, *26*, 474–85.

John, P., & Elyse, R. A. (2010). Employee commitment and well-being: A critical review, theoretical. *Journal of Vocational Behaviour,* 65, 859-885.

Kuiper, N. A & McHale, N., (2009). humor styles as mediators between self-evaluative standards and psychological well-being, *The Journal of Psychology: Interdisciplinary andApplied,* 143, 359-376

LaFave, L. &Mennell, R., (1976). Does ethnic humor serve prejudice? *Journal of Communication*, 26, 116–223

Lee, E. J. & Cha, P. (2015). Effects of work environment and resilience on job satisfaction and organisational commitment of social workers in juvenile reformatory schools. *Indian Journal of Science and Technology* 8(1), 360–366.

Lee, O. F., James A. T., & Rajeshekhar J. (2010). Goal orientation and organizational commitment: Individual difference predictors of job performance." *International Journal of Organizational Analysis* 18 (1): 129–50.

Lyttle, J. (2007). The judicious use and management of humor in the workplace. *Business Horizons,* 50, 239-245.

Lyttle, J., (2007). The judicious use and management of humor in the workplace. *Business Horizons* ,50, 239–245.

Martin, D. M., Rich, C. O., & Gayle, B. M. (2004). Humor works: Communication style and humor functions in manager/subordinate relationships. *Southern Communication Journal,* 69(3),206-222.

Martin. R. A., Puhlik-Doris. P., Larsen. G., Gray. J. & Weir. K. (2003). Individual differences in uses of humor and their relation to psychological well-being: development of the humor styles questionnaire. *Journal of Research in Personality*. 37, 48–75.

Martineau, W. H. (1972). A model of the social functions of humor. In J. Goldstein & P. McGhee (Eds), *The psychology of humor*. New York: Academic Press.

Meyer, J. (2000).Humor as a double-edged sword: Four functions of humor in communication.*Communication Theory, 10 (3), 310-331.*

Miznikova, J. &Schönfeldt, S. N. (2010).*The serious business of humor: A qualitative study humor as a management tool.*Master thesis,Umeå School of Business.

Narteh, B. (2012). Relationship marketing and customer loyalty: Evidence from the Ghanian Luxury Hotel Industry. *Journal of Hospitality Marketing & Management* 22(4), 407–436.

Owoyemi, O. A., Oyelere, M., Elegbede, T., &Gbajumo-Sheriff, M. (2011). Enhancing Employees' Commitment to Organizations through Training. *International Journal of Business and Management,* 9, 10-15.

Richardson, R. (2013). *The Utility of Humor in Leadership Communication.* Research Paper Program in Corporate Communication, Lycoming College, Williamsport.

Robert, C., &Wilbanks, J. E. (2012). The wheel model of humor: Humor events and affect in organizations. *Human Relations,* 65(9), 1071-1099.

Romero, E. J. &Pescosolido, A. T. (2008). Humor and group effectiveness. *Human Relations*, 61, 395-418

Romero, E. J., & Arendt, L. A. (2011). Variable effects of humor styles on organizational outcomes. *Psychological Reports*, 108(2), 649-659.

Romero, E. J., &Cruthirds, K. W. (2006). The use of humor in the workplace. *Academic Management Perspect,* 20(2): 58–69.

Smeltzer, L. R., & Leap, T. L. (1988). An analysis of individual reactions to potentially offensive jokes in work settings. *Human Relations, 41,* 295-304.

Suls, J. M. (1972). Two-stage model for the appreciation of jokes and cartoons: information processing analysis. In J. H. Goldstein & P. E. McGhee (Eds.), *The psychology of humor*. San Diego, CA: Academic Press.

Ullian, J. A. (1976). Joking at work. *Journal of Communication, 26,* 129-133.

Wang, I. A. (2010). Affective and Continuance Commitment in Public Private Partnership. Employee Relations „*Journal of Human Resource Management*. 32(4),396-417.

Wasserman, N. M., & Klein, T. (1974). Psycho-opera: A new concept combining opera and psychodrama. *Group Psychotherapy and Psychodrama, 27,* 204-211.

Zheng, W, Sharan, K & Wei, J. (2010). 'New development of organizational commitment: A critical review. *African Journal of Business Management*, 12-20.

Ziv, A. (1984). *Personality and Sense of Humor*, New York: Springer.

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 4, PP 62-78, ISSN: 2382-7446, December, 2021
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com
©Academic Science Archives (ASA)

Relationship between Presenteeism and Absenteeism on Employee Wellbeing of Deposit Money Banks in Rivers State, Nigeria

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

Abstract: *The relationship between presenteeism and absenteeism on employee well-being of deposit banks in Rivers State was explored in this study. Workers of 15 deposit money banks in Rivers State made up the study's population. 255 questionnaires were sent to employees of the sampled institutions using a simple random sampling approach. Following data collection using copies of questionnaire, 201 copies were deemed to be well completed and suitable for the study and were analysed using the Pearson Product Moment Correlation Coefficient to evaluate the hypotheses. The findings suggest that absenteeism has a stronger link to physical well-being than the other variables investigated. The study found that presenteeism and absenteeism at deposit money institutions in Rivers State have a favourable relationship with employee well-being. Furthermore, the research recommended that deposit money banks establish dedicated counselling sections to assist in coaching and assisting workers who are experiencing heartbreak or other forms of emotional trauma, therefore improving their mental and emotional well-being.*

Keywords: *Presenteeism, Absenteeism, Employee Wellbeing, Physical Wellbeing, Mental Wellbeing, Emotional Wellbeing, Deposit Money Banks*

1.0 Introduction

The "work-life balance movement," which attempts to guarantee that workers' lives at work and in other spheres are appropriately allied to increase their comfort and wellbeing, has grown in popularity over the years (Salolomoa & Agbaeze, 2019). Employee wellbeing, according to Obiageli, Uzochukwu, and Ngozi (2015), is a problem for both the private and public sectors since it encompasses not only the employee's professional function and personal life, but also their social, psychological, economic, and `mental well-being. Employee well-being may be measured from a variety of angles, which include; professional well-being, financial well-being, physical well-being, civic well-being, and social well-being, all of which are recognized to have a significant role in employee satisfaction (Rath & Harter, 2010). In other words, the components of wellbeing of persons in the workplace, such as emotional, mental, physical, and social wellness, are strongly tied to their state of pleasure, since wellbeing is a basic feature of a happy state of mind. Furthermore, De Simone (2014) said that the concept of employee wellbeing has been recognized by numerous researches as the absence of sickness, with a strong emphasis on the physical aspects of wellbeing. However, in recent years, the concept has received broader recognition, implying that it may be used to both work and non-work situations; employee wellness encompasses physical, emotional, mental, and social factors. Furthermore, wellbeing has been employed in managerial research in many industries such as production, hospitals, civil service, hotels, and banking, based on findings from medical and psychological studies. Lamers, Westerhof, and Bohlmeijer (2011) discovered that employees who are mentally healthy are happier and friendlier than those who are sad, furious, or dissatisfied. Employees that are mentally well have the potential to manage what happens in the workplace, according to the same study. In other words, an individual worker's well-being may be linked to his or her rate of absence from work. According to Hayward and Tuckey (2013), positive emotional wellness has a significant impact on an employee's workplace welfare, which implies mental stability. An employee with a stable mind, it appears, would minimize presenteeism (being present but not productive) and absenteeism (not being there) in the workplace.

Importantly, concerns about presenteeism and absenteeism appear to be a source of ongoing disagreement among organizations all over the world. Absenteeism, for example, has long been considered a cost to businesses and their management teams. However, other research claim that being overly present in an organization might raise costs (Burton et al., 2006; Robertson and Cooper, 2011). This means that both presenteeism and absenteeism can have a favorable or negative impact on overall organizational performance. Furthermore, according to Adejoke and Deborah (2019), presenteeism occurs when individuals in a business attend to work even though they are sick, reducing their productivity. Absenteeism has been identified as the single largest source of lost productivity for UK businesses and industry, with minor illnesses accounting for the majority of short-term absences and stress, and mental health difficulties accounting for the majority of absences lasting more than four weeks (CIPD Survey, 2005). Personal health difficulties and family issues are the primary variables that generate unexpected absence of individual workers inside an organization, according to Kocakulah, Kelley, Mitchell, and Ruggieri (2016). Furthermore, Baker-McClearn, Greasley, Dale, and Griffith (2010) noted that while absenteeism has become a severe problem in recent years, little has been done to address its influence on individual and group performance, as well as wellness. Monitoring absence and promoting health and well-being, according to James, Cunningham, and Dibben (2002), improves productivity and decreases the rate of absence, as well as the length of current and subsequent periods of absence. Many big companies, such as, have implemented proactive health and absence management policies aimed at enabling employees to take charge of their own health and well-being (Pollitt, 2007). Similarly, financial organizations such as deposit money banks are implementing proactive steps such as health insurance plans, health allowances, and other organizational personal welfare policies to guarantee that employees are enabled to deal with health difficulties on their own. However, the issue arises as to how effective these measures have been. And how many financial institutions have the managerial competence to properly implement these policies?

Similarly, Cameron and Caza (2013) stated that, despite the paucity of research on employee well-being, the idea has gotten a lot of attention recently, with a focus on its link to organizational success. As a result, only a few research have been compelled to look into the relationship between presenteeism, absenteeism, and employee welfare in the workplace. According to Lu, Cooper, and Lin (2013), because presenteeism was initially perceived as a negative phenomenon (Cooper, 1996), virtually all existing studies have focused on either its negative consequences or antecedents in the workplace (Johns, 2010), while positive personal and work-related factors such as resilient personality and work support, which may help to mitigate presenteeism-related issues, have been overlooked. Similarly, Burton, Chen, Conti, Schultz, and Edington (2006); Robertson and Cooper (2011) established an on-going strong debate between the causes and effects of presenteeism and absenteeism among workers, showing that studies argued that the more absent an individual becomes, the higher the cost it causes for an organization; it appears to still be unclear what kind of relationship exists between the two constructs and employee wellbeing, particularly among depo workers. These have left a void in the body of management knowledge, which the current research aims to fill.

Statement of Problem

The Nigerian banking business is well-known for its rising employment demands and intense work schedules, which leave personnel with little time for other activities (Akingbola & Adigun 2010; Uzonwanne & Uzonwanne, 2014). Employees at deposit money banks in Rivers State and other large cities in Nigeria report to work at 7:00 a.m. for the five working days of the week, but road traffic jams in the environment prevent them from reaching home to rest, do family/home duties, and prepare for the next day. Most of these employees complain of job stress, including family-role conflict, which has a negative impact on their mental, emotional, and physical health. However, they may receive little attention in this respect, particularly low-level employees who have not yet reached the top management level, which talks directly with the banks' big owners. Furthermore, poor employee happiness appears to have a detrimental impact on employees' motivation to work, support, and contributions to overall organizational success. Most managers, it has been observed, think that an employee is feeling well when they are there and that an employee is unwell or sick when they are gone, however this is not always the case. As a result, presenteeism and absenteeism at deposit money institutions in Rivers State and Nigeria since a whole become a greater concern, as managers may be unaware of the reasons and effects on employees' well-being. Poor employee wellbeing can diminish positive efforts by employees, which can have a negative impact on the business since poor employee wellbeing suggests a worker's mental, emotional, and physical health is insufficient. It becomes more difficult in rapidly expanding and populous states such as Rivers State, where increased competition from competitors forces people to work long hours. Managers of deposit money banks in Rivers State should ideally have a better understanding of the relationship between presenteeism, absenteeism, and employee well-being; proposing remedies to the highlighted problem is the focus of the current research.

Objectives of the Study

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

i. Presenteeism and employee wellbeing.
ii. Absenteeism and employee wellbeing.

Research Questions

i. What is the relationship between presenteeism and employee wellbeing?
ii. What is the relationship between absenteeism and employee wellbeing?

Research Hypotheses

H_1: There is no significant relationship between presenteeism and physical wellbeing.
H_2: There is no significant relationship between presenteeism and mental wellbeing.
H_3: There is no significant relationship between presenteeism and emotional wellbeing.
H_4: There is no significant relationship between absenteeism and physical wellbeing.
H_5 There is no significant relationship between absenteeism and mental wellbeing.
H_6: There is no significant relationship between absenteeism and emotional wellbeing.

2.0 Related Literature

This research is based on Abraham Maslow's hierarchy of needs theory, which explains how people progress from one level of need to the next. Maslow proposed the theory in 1943 in a paper titled "a theory of human motivation," in which he explained humans' innate curiosity, as well as the various classes of needs available in society, which include physiological needs, security needs, love needs, esteem needs, and self-actualization needs (Maslow, 1943). Furthermore, De Simone (2014) stated that the notion of employee wellbeing is taken from Abraham Maslow's hierarchy of needs theory, which is a motivation theory. Maslow's hierarchy of needs theory, according to the author, "presented the basic principles of well-being since it deals with understanding the causes behind people's behavior." Furthermore, the idea says that one must regard an individual's requirements, understand what makes them feel at ease, and work hard in the workplace. Furthermore, the idea encompasses physical, emotional, and mental wellness, as well as how they may be linked to employee behavior such as presenteeism and absenteeism. The idea of human wants shifting from physiological (physical well-being) to self-actualization (emotional and mental well-being) raises the question of what hierarchy of needs may motivate employees to remain present even when they are unwell. Despite a health problem, at what point in the hierarchy of needs will a worker labor harder? In a similar spirit, the idea might be applied to explain what causes presenteeism and absenteeism in the workplace. As a result, the theory must be relevant to the topic in question and act as a theoretical framework.

Research Model

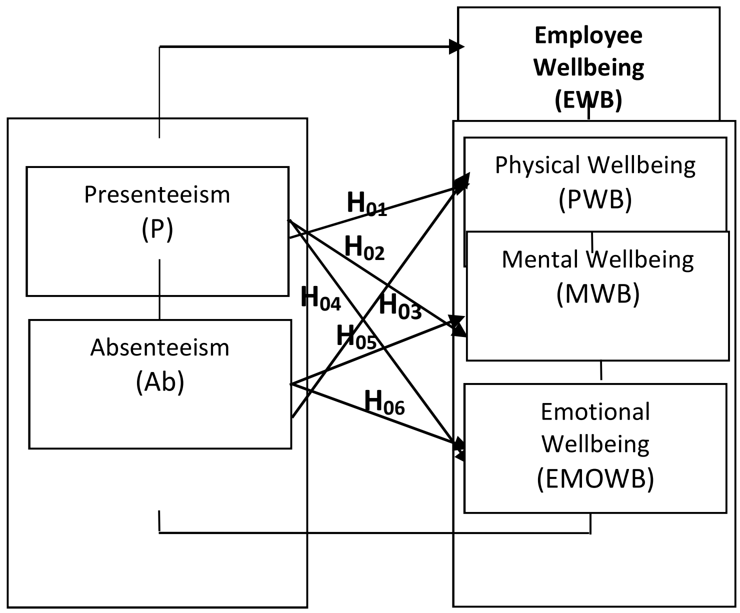

Figure 1 A conceptual framework showing the link between presenteeism, absenteeism and employee wellbeing.
Source: Adapted from De Simone (2014); Adejoke and Deborah (2019).

Concept of Presenteeism

Presenteeism is a phenomena in which individuals come to work despite having complaints or illnesses that should keep them away from work (Bierla, Huver, & Richard, 2010). Presenteeism is described by Adejoke and Deborah (2019) as when employees in a company come to work despite being sick. The authors point out that, in most cases, such illness justifies a day off from work, and as a result, workers are forced to do their responsibilities in less than ideal conditions. Presenteeism is defined as a loss of productivity among employees who are present at work but are limited in some part of their job performance due to a health issue (Schultz & Edington, 2007). Presenteeism is viewed as a hidden cost since employees are physically present but unable to function at top levels due to a medical condition. In most cases, presenteeism-related overheads were bigger than direct health expenses, and they accounted for 18–60% of all costs for each of the 10 circumstances, according to a study of ten prevalent health disorders (Goetzel, Long, Ozminkowski, Hawkins, Wang, Lynch, 2004). Presenteeism expenditures in the United States are projected to be in excess of $180 billion per year, compared to $118 billion in absenteeism costs (Goetzel, et al. 2004). Furthermore, owing to the financial cost of presenteeism, businesses are also launching workplace health programs to reduce its impact and enhance employee well-being (Childress & Lindsay, 2006). Presenteeism, according to Levin-Epstein (2005), is described as “lost production” that happens when employees arrive to work but perform below par owing to illness. The costs of presenteeism are currently being researched. While the cost of absenteeism is obvious, as 100% of a worker’s production is lost each day the person is not there to do a task, the cost of presenteeism is more “hidden,” since the worker is present but not performing the job as necessary. Presenteeism is a typical occurrence, since the majority of employees arrive at work sick, suffering from back pain, allergies, arthritis, and other ailments that might impair their individual performance and productivity. Furthermore, according to the same study, infectious employees may infect others, which might lead to increased absenteeism and/or presenteeism in the workplace.

Furthermore, Schultz and Edington (2007) stated that presenteeism is thought to have a greater anti-productivity effect than absenteeism, particularly in the case of specific ailments such as allergies and arthritis. Employees in the health-care industry have been shown to have a higher chance of being at work when unwell than those in other industries, according to Elstad and Vab (2008). This may be due to the high degree of professionalism and skill necessary in their employment, which may also be found among deposit money banking personnel whose services are needed on a daily basis.

Concept of Absenteeism

Unlike presenteeism, absenteeism has long been a source of concern for businesses and is one of the oldest research areas in the field of work and organizational psychology (Johns, 2003). Over the last four decades, a large number of research have looked into the idea, attempting to understand not just the drivers, but also the repercussions of such conduct (Rhodes & Steers, 1990). Absenteeism is defined as a lack of physical presence at a workplace when and where an individual is needed to be at a specific moment (Harrison & Price, 2003). The primary absenteeism drivers, according to Punnett, Greenidge, and Ramsey (2007), include socio-demographic variables, personality, workplace behavior, social environment, and decision process. Furthermore, the authors pointed out that research have shown that low work satisfaction and staff dedication might lead to absenteeism. In other words, absenteeism in the workplace happens when an individual employee's fervor or drive to work begins to wane over time, as well as a loss of interest in the present task. Absenteeism is defined as a pattern of a person skipping work on a regular basis, and it may be caused by a variety of factors in the workplace. Absenteeism can be caused by employee laziness, poor pay and benefits, or the fault of the employer; other factors that can cause absenteeism include chronic illness, such as cancer, which can sap employees' motivation to work, harassment, a lack of motivation to work, stress, and family challenges (which are a major cause of absenteeism among workers), and so on (Mitrefinch, 2020). Economic downturns, worldwide crises such as the Ebola epidemic, and the Corona Virus Pandemic, also known as COVID 19, are all known to cause absenteeism. The Corona Virus epidemic in China impacted almost all institutions, industries, and corporate organizations throughout the world; as a result, employees were forced to take time from work owing to environmental concerns.

Weideman, Goga, Lopez, Mayet, and Barry (2007) stated that absenteeism may be caused by personal variables like sickness, age, gender, and more, as well as socio-economic concerns including food security, transportation challenges, illnesses like HIV/AIDS, pregnancy, and more. Furthermore, in a research titled "absenteeism issues and costs: causes, consequences, and remedies," Kocakulah, Kelley, Mitchell, and Ruggieri (2016) found that employees' absenteeism has an impact on both employees and the corporate organization. According to the author, personal illness and family concerns are the leading causes of unexpected absence in the job. As a result, companies use incentives and other helpful features to lower the amount of absence in the workplace.

Concept of Employee Wellbeing

The word "employee wellbeing" in the workplace enhances the likelihood of having some healthy personnel in a firm (Cooper & Robertson, 2001). Awareness the many elements that influence the quality of life at work requires an understanding of the changing features of employee wellbeing at work. Employee happiness has been a source of worry, prompting research from economists, sociologists, and psychologists in an attempt to grasp people' feeling of happiness or suffering (Cox, Edwards, & Palmer, 2005). According to Warr (2002), cognitive elements that impact quality of life are likely to be linked to people's perceptions of their own degree of wellbeing, whereas affective wellbeing (psychological) implies the importance of feelings about life. Furthermore, Currie (2001) defined employee wellbeing as the worker's physical and mental health, implying that employees should work in a stress-free and physically safe setting. Bakke (2005) agrees with this viewpoint, claiming that wellbeing may be related to creating an atmosphere that makes work fascinating, gratifying, motivating, and satisfying, and that happier workplaces provide better financial results. Employee wellbeing is related to the notion of personal wellbeing at work in that it focuses on the well-being of individual employees. In a similar vein, Tehrani, Humpage, Willmott, and Haslam (2007) asserted that people still have fundamental physical and mental requirements for social support, physical safety, health, and a sense of being able to cope with life challenges. Employees are looking for management to help them meet their personal requirements because they spend so much of their time at work. Employers must create a happy environment that allows employees to thrive and attain their full potential for the benefit of both themselves and their company. Employee happiness is essential for a company's survival in today's competitive global economy in which we all live, work, and play. Uncluttered communication, collaboration, flexibility, coworker support, and work-life balance are just a few of the factors that contribute to employee happiness (Kraybill, 2003).

Furthermore, De Simone (2014) stated that several research have looked at the idea of employee wellbeing, referring to it as the absence of sickness with a strong focus on the physical side. Employee wellbeing is now frequently seen in a broader sense, embracing physical, emotional, mental, and social components, according to the same survey. The phrase wellbeing may be traced back to the notion of happiness, which included terms like satisfaction, economic success, quality of life, self-actualization, and wellbeing (Hefferson & Boniwell, 2011). Career wellbeing, social wellbeing, financial wellbeing, physical wellbeing, and civic wellbeing are all important facets of pleasure, according to Rath and Harter (2010). Siglitz, Sen, and Fitoussi (2009) described wellbeing as a multi-dimensional concept that encompasses several areas of life such as material living standards, health, education, personal activities, work, political voice and governance, as well as environmental and insecurity concerns.

Physical Wellbeing

The soundness of an individual employee's or worker's physical body or components in a certain firm is referred to as physical wellbeing. It is the lack of illnesses and other bodily discomforts in an individual's body that does not prevent a worker from executing his or her duties. Davis (2019) also stated that physical wellbeing is the capacity to improve one's body's functioning via appropriate food and exercise routines. According to studies from the Canadian Centre for Occupational Health and Safety (2012), literature on aging and the workforce shows that older workers endure physical changes that might have a detrimental influence on their jobs. Loss of muscular energy and range of joint movement, decreased ability to maintain good posture and balance, decreased ability to control sleep, and reduced vision and aural capabilities are examples of such physical changes (Further, Schultz and Edington (2007); Silverstein (2008) noted that aging workers are more likely to suffer from diabetes, cardiovascular disease, depression, arthritis, and back pain). These many health concerns have the potential to damage employee well-being and quality of work life, which might have a detrimental impact on businesses. Physical well-being, according to Hoeven and Jong (2007), can influence the amount of time an employee is absent from work. In other words, the amount of physical well-being of employees may influence their level of presence at work. For example, a female employee suffering from menstruation difficulties would undoubtedly be uneasy as a result of stomachache and other body sensations or symptoms, which might impair her attitude to completing responsibilities. As a result, physical wellbeing means that an employee is free of bodily aches or discomfort in the physical body system that prevents him or her from carrying out his or her everyday tasks at work.

Mental Wellbeing

In the job or at home, an individual's mental wellbeing stability in terms of attitude, thinking, and creative state is important. Positive thinking capacity, creative ability, and greater exploitation of individual abilities and intellects in achieving both organizational and individual goals are all aspects of mental wellbeing. An employee who is mentally healthy thinks clearly and is free of mental disorders, in other words, acts and behaves in accordance with the company's rules and procedures. Similarly, the World Health Organization defined mental wellbeing as "a condition in which one recognizes one's own talents and the capacity to contribute to one's community," which is a clear description of what it comprises (WHO, 2014). Furthermore, Lamers, Westerhof, and Bohlmeijer (2011) highlighted that people who are mentally healthy are less likely to be sad, angry, or unhappy, which makes life easier for them; hence, mental health has been defined as a sense of happiness and control over one's surroundings. In addition, Jahoda (1958) divided mental well-being into three different components: self-realization, environmental control, and autonomy (capacity to approach challenges and get them solved). More specifically, Artero, Touchon, and Ritchie (2001) said that mental wellbeing includes cognitive and social abilities as well as their influence on daily activities. According to the same study, cognitive skills include the capacity to pay attention, recall, organize information, solve problems, and take appropriate action in response to challenges, whereas social skills include the ability to interact and engage with people. Similarly, an individual with mental health in the office would be able to engage with coworkers, think about difficulties that arise, and complete tasks in a coordinated manner.

Emotional Wellbeing

Emotional well-being entails mental stability. Emotional stability contributes to people's overall happiness (Hills & Argyle, 2001). Positive emotions, according to Hayward and Tuckey (2013), have a vital role in determining workplace wellbeing, implying that mental stability may be reached through maintaining emotional wellbeing. Emotions, according to Crum and Salovey (2013), are wonderful messengers, motivating factors, and facilitators of wellbeing, and they also contribute to strong performance. Bao and Lyubomirsky (2013) performed research in order to better understand emotional wellbeing in relation to happiness. The study found that happy people are always experiencing pleasant emotional experiences, and that happy people have greater success in the job and have assertive attitudes that lead to growth and excellent performance, including effective creative thing circumstances. Emotional wellbeing, according to Keyes (2006), involves happiness, interest in life, and a satisfying experience. To put it another way, an employee who is emotionally well-adjusted feels fulfilled in his or her job, is frequently joyful, and enjoys life. Employees that are emotionally healthy will be less melancholy and cranky, especially at work, and will have a strong relationship with their coworkers since they are in a stable emotional state.

Empirical Reviews

Baptiste (2007) conducted a study of 100 public sector employees in Northern England on "Tightening the relationship between employee wellbeing at work and performance." HRM takes on a new dimension." Multiple regression was used to evaluate the data, and the results suggest that human resource management methods have a significant influence on employee wellbeing at work, with the positive impact outnumbering the negative. The study indicated that management relationship behavior that supports and develops trust improves employee wellbeing at work in general. Nkesi, Amah, and Olori (2018) also did a study with 180 respondents on "Quality of work life and employee innovativeness of deposit money banks in Port Harcourt." The data was evaluated using the Spearman rank correlation coefficient, which revealed a substantial link between safety, wellbeing, and proactiveness. Furthermore, the research demonstrates that organizational culture has a favorable impact on the link between employee innovation and quality of life at deposit money institutions. Furthermore, McCarthy, Almeida, and Ahrens (2011) used a postal questionnaire administration approach to survey 319 people with the goal of "understanding employee well-being practices in Australian firms." Findings suggest that Australian HR professionals provide a variety of services relating to emotional, intellectual, social, and physical well-being, but only a small%age of them provide spiritual well-being services. Furthermore, the majority of respondents believe that the advantages of well-being activities outweigh the expenses; hence, the low response rate might indicate that many organizations are still unaware of the importance of promoting employee well-being.

Baker-McClearn, Greasley, Dale, and Griffith (2010) also conducted a survey of 123 workers with the goal of learning more about "absenteeism management and presenteeism: the pressures on employees to attend work and the influence of attendance on performance." The transcription was checked for correctness using Nvivo (QSR International), and the findings revealed that employee performance and well-being are more closely linked to the organizational response to presenteeism and absenteeism than the act itself. Lu, Cooper, and Lin (2013) performed a research titled "A cross-cultural analysis of presenteeism and supervisory support," using data from 245 Chinese and 128 British employees at various organizations. The data was evaluated using hierarchical regression methodology to anticipate the influence of one variable on another: findings found that presenteeism was more prevalent among Chinese, and they reported higher levels of stress than their British counterparts. Presenteeism has negative impacts on tiredness for both Chinese and British employees, according to hierarchical regression models. Furthermore, supervisory assistance reduced the harmful impact of presenteeism on weariness in both Chinese and British workers. Similarly, Adejoke and Deborah (2019) did a research with a sample of 248 participants in Kwara State using multi-stage sampling of eight commercial banks on

"Presenteeism at work places and its effects on workers' health: experiences of bankers in the Nigerian banking industry." Findings revealed that 43.5% of respondents were at work when they were sick, with 34.8% being sick owing to a heavy workload, 28.0% due to a strong desire to work, 19.6% due to work pressure, and 17.3% due to the minor nature of the respondents' sickness. Furthermore, the same research advised that the Nigerian government and other policymakers enact regulations prohibiting bankers from reporting to work when they are sick, as long as their illness has been confirmed by a medical practitioner.

3.0 Methodology

The study used a survey design technique, which allowed for the collection of data from the study's target population within a set time frame. Employees of 15 deposit money banks in Rivers State included in the Central Bank of Nigeria (CBN) bulletin are the target population. The study used a probability sampling strategy with a simple random sample procedure to distribute 225 copies of the questionnaire to bank personnel, with 15 copies distributed to each bank and the instrument being self-administered. The researcher used a simple random selection procedure to distribute copies of the questionnaire to workers of deposit money institutions who had an equal chance of being chosen. Five questions are used to assess the independent variable (presenteeism) (e.g. I go to work when I am ill, family issues reduce my performance at work, the task out hand affect your presence at workplace). Also, absenteeism was measured using five items (e.g., I am absent from work when I am sick, I deliberately don't come to work in most cases, Work pressure causes me to reduce my presence at work, management relations influence my level of absence from work), as adapted from Adejoke and Deborah 2019; Kocakulah, Kelley, Mitchell, & Ruggieri, 2016; Lu, Cooper, & Lin, 2013). Also, the dependent variable (employee wellbeing) was assessed using five items (e.g., I think appropriately when my mind is stable, I am more coordinated when my mind is stable, I am more creative when my mind is free, etc.). Physical wellbeing was assessed using five items (e.g., I think appropriately when my mind is stable, I am more coordinated when my mind is stable, I am more creative when my mind is free, etc.). I avoid work when I have body pains, physical weakness affects my approach to task, illness reduces my chances of getting the job done even while at work, and so on), while emotional wellbeing was measured with 5 items (e.g. when I am happy, I relate well with coworkers, I don't frequently feel sad when I am emotionally sound, I think positive towards task because my emotional feeling is positive as well, and so on, as adapted from De Simone (2014); Nkesi, Amah, Items were assessed on a 4-point Likert scale, with 1-strongly disagree, 2-disagree, 3-agree, and 4-strongly agree being the most common responses. Statistical Package for Social Sciences (SPSS) version 21.0 was used to examine the association between the constructs using the Pearson product moment correlation coefficient.

4.0 Results

Only 201 (89%) of the 225 copies of the questionnaire were returned and usable for data analysis, while 24 (10.1%) were not retrieved and usable for analysis. The null hypotheses were tested at a 95% confidence interval, meaning a 0.05% level of significance, with the decision rule set at a critical region of $p > 0.05$ for acceptance and $p < 0.05$ for rejection.

Test of Hypothesis

Table 1: Correlation for Presenteeism and Physical Wellbeing

Correlations

		Presenteeism	Physical Wellbeing
Presenteeism	Pearson Correlation	1	.711*
	Sig. (2-tailed)		.000
	N	201	201
Physical Wellbeing	Pearson Correlation	.711*	1
	Sig. (2-tailed)	.000	
	N	201	201

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

With a value of 000<0.05 level of significance and a r value of 0.711, the bivariate analysis in table 1 revealed that there is a significant link between presenteeism and physical wellbeing. As a result, the null hypothesis was rejected, and the alternative hypothesis, stating that there is a strong association between presenteeism and physical well-being, was accepted.

Table 2: Correlation for Presenteeism and Mental Wellbeing

Correlations

		Presenteeism	Mental Wellbeing
Presenteeism	Pearson Correlation	1	.787*
	Sig. (2-tailed)		.000
	N	201	201
Mental Wellbeing	Pearson Correlation	.787*	1
	Sig. (2-tailed)	.000	
	N	201	201

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

With a value of 000<0.05 level of significance and a r value of 0.787, the bivariate analysis in table 2 revealed that there is a significant link between presenteeism and mental wellbeing. As a result, the null hypothesis was rejected, and the alternate hypothesis, that there is a substantial association between absenteeism and mental well-being, was accepted.

Table 3: Correlation for Presenteeism and Emotional Wellbeing

Correlations

		Presenteeism	Emotional Wellbeing
Presenteeism	Pearson Correlation	1	.799*
	Sig. (2-tailed)		.000
	N	201	201
Emotional Wellbeing	Pearson Correlation	.799*	1
	Sig. (2-tailed)	.000	
	N	201	201

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

With a Sig value of 000<0.05 level of significance and a r value of 0.799, the bivariate analysis in table 3 revealed that there is a significant link between presenteeism and emotional wellbeing. As a result, the null hypothesis was rejected, and the alternate hypothesis, that there is a strong association between presenteeism and emotional wellbeing, was accepted.

Table 4: Correlation for Absenteeism and Physical Wellbeing

Correlations

		Absenteeism	Physical Wellbeing
Absenteeism	Pearson Correlation	1	.923*
	Sig. (2-tailed)		.000
	N	201	201
Physical Wellbeing	Pearson Correlation	.923*	1
	Sig. (2-tailed)	.000	
	N	201	201

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

With a value of 000<0.05 level of significance and a r value of 0.923, the bivariate analysis in table 4 revealed that there is a significant link between absenteeism and physical wellbeing. As a result, the null hypothesis was rejected, and the alternate hypothesis, that there is a substantial association between absenteeism and physical wellbeing, was accepted.

Table 5: Correlation for Absenteeism and Mental Wellbeing

Correlations

		Absenteeism	Mental Wellbeing
Absenteeism	Pearson Correlation	1	.901*
	Sig. (2-tailed)		.000
	N	201	201
Mental Wellbeing	Pearson Correlation	.901*	1
	Sig. (2-tailed)	.000	
	N	201	201

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

With a Sig value of 000<0.05 level of significance and a r value of 0.901, the bivariate analysis in table 4 revealed that there is a significant link between absenteeism and mental wellbeing. As a result, the null hypothesis was rejected, and the alternative hypothesis, which claims that there is a substantial association between absenteeism and mental well-being, was accepted.

Table 6: Correlation for Absenteeism and Emotional Wellbeing

Correlations

		Absenteeism	Emotional Wellbeing
Absenteeism	Pearson Correlation	1	.911*
	Sig. (2-tailed)		.000
	N	201	201
Emotional Wellbeing	Pearson Correlation	.911*	1
	Sig. (2-tailed)	.000	
	N	201	201

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

With a Sig value of 000<0.05 level of significance and a r value of 0.911, the bivariate analysis in table 6 revealed that there is a significant link between absenteeism and mental wellbeing. As a result, the null hypothesis was rejected, and the alternative hypothesis, stating that there is a strong association between absenteeism and mental well-being, was accepted.

5.0 Discussion of Findings

As a result of the influence on organizational and individual well-being, presenteeism and absenteeism are obviously important topics to examine. As a result, the application of the constructs in respect to their relationship with employee well-being attracts management's interest in investigating the link between the constructs and employee well-being in organizational contexts. The first hypothesis revealed that presenteeism has a linear notable correlation with physical wellbeing, based on the Sig value 0.05 (Sig = 0.000<0.05) and r value of 0.711, implying that elements of presenteeism such as going to work when sick, the task at hand affecting presence at work, and illness affecting availability are all in the same positive direction with physical wellbeing among individual deposit money bank employees in Rivers State. The coefficient of determination (r^2) is 0.505, and the r value of 0.711 suggests a significant positive association between the variables. This indicates that presenteeism and physical wellbeing of deposit money banks in Rivers State have a 50.5% positive correlational link. Furthermore, the analysis of the second hypothesis shows that presenteeism has a linear notable correlation with mental wellbeing based on the Sig value 0.05 (Sig = 0.000<0.05) and r value of 0.787, implying that elements of presenteeism such as going to work when sick, the task at hand affecting presence at work, and present when sick affecting your thinking capacity are all in the same positive direction with mental well-being among individual workers of deposit money banks in Rive. The coefficient of determination (r^2) is 0.619, and the r value of 0.787 suggests a significant positive association between the variables. This indicates that presenteeism and mental wellbeing of deposit money banks in Rivers State have a 61.9% positive correlational link. More specifically, the analysis of the third hypothesis shows that presenteeism has a linear notable correlation with emotional wellbeing based on the Sig value 0.05 (Sig = 0.000<0.05) and r value of 0.799, implying that elements of presenteeism such as going to work when sick, the task at hand affecting presence at workplace, present when sick affect your mood, and co-worker relationships are in the same positive direction with emotional welling among individual deposit workers. The coefficient of determination (r^2) is 0.638, and the r value of 0.799 suggests a significant positive association between the variables. This indicates that presenteeism and emotional wellbeing of deposit money banks in Rivers State have a 63.8% positive correlational link.

Furthermore, based on the Sig value 0.05 (Sig = 0.000<0.05) and r value of 0.923, the fourth hypothesis shows that absenteeism has a linear notable correlation with physical well-being among individual deposit money b workers. This means that elements of absenteeism such as you are absent when you are ill, deliberately refuse to be present at work, family issues reduce the number of hours in the office, and so on, are in the same positive direction with physical well-being among The coefficient of determination (r2) is 0.852, and the r value of 0.923 suggests a very strong positive association between the variables. This indicates that there is an 85.2% positive correlational association between absenteeism and physical wellbeing of deposit money banks in Rivers State; obviously, the correlation between the two constructs has a higher correlation than the others in this study. Furthermore, based on the Sig value 0.05 (Sig =

0.000<0.05) and r value of 0.901, the fifth hypothesis shows that absenteeism has a linear notable correlation with mental wellbeing. This means that elements of absenteeism such as you are absent when you are ill, you intentionally don't come to work in most cases, family issues reduce the number of times you come to work, and absent from work impacts on your thinking capacity are in the same positive direction as me. The coefficient of determination (r^2) is 0.811, and the r value of 0.901 suggests a very strong positive association between the variables. This indicates that there is an 81.1% positive correlational association between absenteeism and mental well-being in Rivers State's deposit money institutions. Also, based on the Sig value 0.05 (Sig = 0.000<0.05) and r value of 0.911, absenteeism has a linear notable correlation with emotional wellbeing among individual deposit money bank employees in a positive direction. The coefficient of determination (r^2) is 0.830, and the r value of 0.911 shows a very strong positive association between the variables. This indicates that absenteeism and emotional well-being of deposit money banks in Rivers State have an 83% positive correlational link.

The study also discovered a link between presenteeism, absenteeism, and markers of employee wellbeing. The findings are also in line with Maslow's hierarchy of needs theory, which served as the study's theoretical underpinning, since it assumes that an individual's needs influence their wellbeing and conduct in life pursuits, including work. The willingness to be present or absent at work is related to how effectively their emotional, bodily, and mental requirements are addressed, according to the findings. The positive correlation between presenteeism, absenteeism, and employee wellbeing is consistent with findings from studies such as Nkesi, Amah, and Olori (2018), who discovered a link between employee safety, wellbeing, and proactive behavior; and Baker-McClearn, Greasley, Dale, and Griffith (2010), who discovered that employee wellbeing affects performance. Furthermore, Adejoke and Deborah (2019) did a study with a sample of 248 participants in Kwara State by multi-stage sampling of eight commercial banks on "Presenteeism at work places and its effects on workers' health: experiences of bankers in the Nigerian banking industry." The study found that 43.5% of respondents go to work when they are sick, implying that there is more presenteeism than absenteeism among bankers, particularly in Kwara State, whereas the current study found a stronger correlation between absenteeism and physical wellbeing, implying that missing work has a positive correlation with physical wellbeing among bankers in Rivers State. Employees of deposit money banks in Rivers State's absenteeism had a higher association with their mental, physical, and emotional states of mind than presenteeism, according to the findings.

6.0 Conclusion and Recommendation

Presenteeism and absenteeism are based on the concept that employees may be present at work but their presence may not be perceived owing to conditions around their wellbeing. Absenteeism is more hidden because their presence may not yield much result due to unseen issues such as family challenges, role conflict, and ill health factors, whereas absenteeism is more obvious because the individual worker is not present at work and thus may not be able to get task done at a specific time. As a result, the study shows that presenteeism and absenteeism in deposit money institutions in Rivers State have a good wellbeing with employee well-being. Following the findings and conclusions, the following recommendations are made:

i. To prevent emotional and mental disorders at work, bank managers should develop stronger relationships with workers in order to have a better understanding of their personal issues.
ii. Employees who have medical confirmation of their condition should be offered a break to avoid presenteeism.
iii. To prevent presenteeism in the workplace, employees should ensure that family concerns are resolved peacefully before returning to work.
iv. Deposit money banks should establish specialized counselling sections to assist in coaching and assisting workers who are experiencing heartbreak or other forms of emotional trauma, therefore improving their mental and emotional well-being.
v. Health-related seminars should be held on a regular basis to improve employees' awareness on how to improve their physical and mental health, particularly at work.

References

Adejoke, J.A & Deborah, A (2019). Presenteeism in work places and its implications on employees' health: experiences of bankers in the Nigerian banking sector. *Journal of Language, Technology & Entrepreneurship in Africa, 10* (1), 82-93

Akingunola, R. O., & Adigun, A.O. (2010). Occupational stress and the Nigerian banking Industry. *Journal of Economics and Engineering,* 1(2), 43-61

Artero, S., Touchon, J., & Ritchie, K (2001). Disability and mild cognitive impairment: A longitudinal population-based study. *International Journal of Geriatr Psychiatry*, *16*, 1092-1097

Baker-McClearn, D., Greasley, K., Dale, J., & Griffith, F (2010). Absence management and presenteeism: the pressures on employees to attend work and the impact of attendance on performance. *University of Warwick Human Resource Management Journal*, *20* (3), 311–332

Bakke, D.W. (2005) *Joy at work: A revolutionary approach to fun on the job*. Penguin Group (USA) Inc., New York, NY.

Bao, K.J & Lyubomirsky, S (2013). *The rewards of happiness.* David, S.A., Boniwell, I. and Ayers, A.C. (ed.) The Oxford Handbook of Happiness. United Kingdom: Oxford University Press, 119 – 133.

Baptiste, N.R (2007). Tightening the link between employee wellbeing at work and performance A new dimension for HRM. *Management Decision*, *46*(2), 284-309

Bierla, I., Huver, B., & Richard, S (2010). *New evidences on absenteeism and presenteeism behaviour.* Working paper series, IÉSEG School of Management, Catholic University of Lille, Lille, France.

Burton, W.N., Chen, C.Y., Conti, D.J., Schultz, A.B., & Edington, D.W (2006). The association between health risk change and presenteeism change. *Journal of Occupational and Environmental Medicine, 48*(4), 252-263.

Cameron, K.S & Caza, A.A (2013). *Virtuousness as a Source of Happiness in Organizations*. David, S.A., Boniwell, I. and Ayers, A.C. (ed.) The Oxford Handbook of Happiness. United Kingdom: Oxford University Press, 676 – 692

Canadian Centre for Occupational Health and Safety. (2012). Aging Workers. Accessed 24 October 2021 from http://www.ccohs.ca/oshanswers/psychosocial/aging_workers.html.

Childress, J.M, & Lindsay, G. M (2006). National indications of increasing investment in workplace health promotion programs by large- and medium-size companies. *N C Medical Journal*, *67*(6), 449–52.

Cooper, C & Robertson, I (2001). *Well-being in organisations: A reader for students and practitioners.* John Wiley & Sons Limited, Chichester.

Cooper, C (1996). Hot under the collar. *Times Higher Education Supplement*, 21, 15.

Cox, R.A.F., Edwards, F.C & Palmer, K (2005). *Fitness for Work: The Medical Aspects*. 3rd ed, Oxford University Press, Oxford.

Currie, D. (2001). *Managing employee well-being*. Chandos Publishing (Oxford) Limited, Oxford.

Davis, T (2019). What is well-being? Definition, types, and wellbeing skills. Retrieved from psychologytoday.com/us/blog/click-here-happiness/201901/what-is-wellbeing-types-and-wellbeing-skills

De Simone, S (2014). Conceptualizing wellbeing in the workplace. *International Journal of Business and Social Science*, 5 (12), 119-122

Elstad, J.I & Vabø, M (2008). Job stress, sickness absence and sickness presenteeism in Nordic elderly care. *Scand Journal of Public Health* 36, 467–474

Goetzel, R.Z., Long, S.R., Ozminkowski, R.J., Hawkins, K., Wang, S., & Lynch,W (2004). Health, absence, disability, and presenteeism cost estimates of certain physical and mental health conditions affecting U.S. employers. *Journal of Occupational Environmental Medical*, (4), 398–412.

Harrison, D. A., & Price, K. H. (2003). Context of consistency in absenteeism: Studying social and dispositional influences across multiple settings. *Human Resource Management Review,* 13, 203–225.

Hayward, R.M & Tuckey, M.R. (2013). *Emotional boundary management: A new adaptive approach to emotion regulation at work.* in Perrewe, P.L., Rosen, C.C. and Halbesleben, J.R.B. (ed.) The role of emotion and emotion regulation in Job Stress and Well Being. UK: Emerald Group Publishing Limited, 35-7

Hills, P & Argyle, M (2001). Emotional stability as a major dimension of happiness. *Personality and Individual Differences*, 31,1357 – 1364

Jahoda, M (1958). *Current concepts of positive mental health.* New York: Basic Books

James, P., Cunningham, I. & Dibben, P (2002). Absence management and the issues of job retention and return to work. *Human Resource Management Journal*, 12 (2), 82–94

Johns, G (2003). How methodological diversity has improved our understanding of absenteeism from work. *Human Resource Management Review*, *13*, 157–184.

Johns, G (2010). Presenteeism in the workplace: a review and research agenda. *Journal of Organizational Behavior*, 31(4), 519-542.

Keyes, C.L (2006). Mental health in adolescence: Is America's youth flourishing? *American Journal of Orthopsychiatry*, 76, 395-402.

Kocakulah, M.C., Kelley, A.G., Mitchell, K.M., Ruggieri, M.P (2016). Absenteeism problems and costs: causes, effect and cures. *International Business and Research Journal*, *15* (3), 89-96

Lamers, S.M.A., Westerhof, G.J., Bohlmeijer, E.T. (2011). Evaluating the psychometric properties of the mental health continuum short form (MHC-SF). *Journal of Clinical Psychology,* 67, 99-110.

Lu, L., Cooper, C.L., & Lin, H.Y. (2013). A cross-cultural examination of presenteeism and supervisory support. *Career Development International, 18* (5), 441-455

Maslow, A.H (1943). A theory of human motivation. *Psychological Review, 50* (4), 370-396

McCarthy, G., Almeida, S., & Ahrens, J. (2011). Understanding employee well-being practices in Australian organizations. *International Journal of Health, Wellness & Society*, *1*(1), 181-198.

Nkesi, A.S., Amah, E., & Olori, W.O (2018). Quality of work life and employee innovativeness of deposit money banks in Port Harcourt. *International Journal of Advanced Academic Research, 4*(4), 252-273

Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences*, *3*(4). 63-77.

Pollitt, D. (2007). Cadbury's runs smoothly under pressure: wellness programme keeps IT project on track. *Human Resource Management International Digest, 15*(1), 14–16.

Punnett, B. J., Greenidge, D., & Ramsey, J. (2007). Job attitudes and absenteeism: A study in the English speaking Caribbean. *Journal of World Business*, *42*, 214–227

Rath, T. & Harter, J. (2010). *Wellbeing: The five essentials elements.* New York: Gallup Press

Rhodes, S., & Steers, R. M. (1990). *Managing employee absenteeism.* Reading, MA: Addison Wesley.

Robertson, I. & Cooper, C.L (2011). Well-being: Productivity and Happiness at Work, Palgrave Macmillan, Hampshire.

Salolomoa, B & Agbaeze, E.K (2019). Effect of work-life balance on performance of money deposit banks in south-south Nigeria. *Management Science Letters*, 9, 535-548

Schultz A, Edington, D.W (2007). Employee health and presenteeism: A systematic review. *Journal of Occupational Rehabilitation*, 17 (3), 547–79.

Siglitz, E., Sen, A., & Fitoussi, J.P (2009). Report by the commission on the measurement of economic performance and social progress. France: Commission on the Measurement of Economic Performance and Social Progress. [Accessed 4 November 2021] Available at: <http:// www.stiglitz-sen-fitoussi.fr/documents/rapport_anglais.pdf>

Silverstein, M (2008). Getting home safe and sound: Occupational safety health administration at 38. *American Journal of Public Health,* 98(3), 416–23.

Tehrani, N., Humpage, S., Willmott, B & Haslam, I. (2007). *What's happening with well-being at work? change agenda.* Chartered Institute of Personnel Development, London.

Uzonwanne, F.C., & Uzonwanne, G.C (2014). Prevalence of self-efficacy and self-esteem among bankers in select Southwest States in Nigeria. *Journal Of Humanities And Social Science,* 19(8), 110-119.

Warr, P (2002). *Psychology at Work*. Penguin Group Books, Pakefield.

Weideman, M., Goga, S., Lopez, D., Mayet, I.M., & Barry, D (2007). *Learner Absenteeism in the South African Schooling System*. The community Agency for social enquiry.

World Health Organization (2004). *Promoting mental health: Concept, emerging evidence, practices (Summary report)*, Geneva

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 5, PP 79-92, ISSN: 2382-7446, January, 2022
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Psychological Empowerment and Competitiveness of Plastics Manufacturing Companies in Rivers State

[1]Ude, Stanleygreen C., [2]Prof. I. Zeb-Obipi and [3]Prof. A.O. Oparanma
[1,2,3]Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt
[1]stanleygreen.ude@ust.edu.ng /+2348034869722

Abstract: *This study investigated the relationship between psychological empowerment and competitiveness of Plastics Manufacturing Companies in Rivers State. A cross-sectional survey research design was adopted for the study. The unit of data generation was the organization and the corresponding level of analysis was macro-level. Consequently, the population of the study consisted of five operational plastics manufacturing companies in Rivers State. However, four managers were chosen from each of the five companies to represent their organizations, giving rise to a total of twenty respondents. A well-structured questionnaire was used as the instrument of data collection for the study. The data was analyzed using an inferential statistical technique with SPSS version 25.0 at a 95% confidence interval and a 0.05 level of significance. Spearman's rank order (rho) correlation coefficients and p-values were calculated in order to ascertain the nature and direction of the proposed associations and for testing the stated hypotheses. The empirical findings revealed a positive significant relationship between psychological empowerment and measures (flexibility, innovation and timeliness) of organizational competitiveness. The study therefore concluded that there is a positive, significant relationship between psychological empowerment and competitiveness of plastics manufacturing companies in Rivers State. Finally, the study recommended that a sense of psychological empowerment should be fostered within plastics manufacturing firms by providing staff members with opportunities to meet their desire for competence, relatedness, and autonomy while working on interesting projects that present a satisfying level of challenge and increased responsibilities. This is necessary for their effective functioning and well-being and leads to increased organizational competitiveness.*

Keywords: *Psychological Empowerment, Organizational Competitiveness, Flexibility, Innovation, Timeliness*

INTRODUCTION

Organizations are fervently seeking ways to fulfill their business desires and gain a competitive edge, as the business arena is filled with numerous uncertainties that organizations and entrepreneurs must deal with (Obiekwe, Zeb-Obipi & Ejo-Orusa, 2019). Rapid technological advancements and global competition have altered the competitive environment in which the majority of companies operate (Ateke & Kalu, 2016). These changes in the business environment have forced organizations to review their management strategies in order to remain competitive in today's turbulent economy. Thus, forward-thinking companies are continuously on the lookout for reliable strategies that will assist them in navigating these turbulent situations and establishing a sustainable, clear competitive advantage over their competitors. The modern business environment is highly competitive and, as a result, the concept of competitiveness has gained much attention in recent business literature (Kingsley & Asawo, 2020; Shakirah & Shah, 2020).

Competitiveness is a relative and multidimensional concept (Ateke & Kalu, 2016), yet Akpotu, Asiegbu and Tamunosiki-Amadi (2013) suggest that competitive abilities are those distinct characteristics that enable a business venture to compete or amplify its desire to compete. Thus, competitiveness refers to a firm's distinct resources and capabilities that enable it to compete effectively within its sector (O'Sullivan & Abela, 2007) and expands its ability to sustain and strengthen its market position. Competitiveness ensures renewed or completely new approaches to achieving set goals and serves as a catalyst for creativity (Kambhampti, 2006), just as rivalry forces companies to explore new methods of increasing their production and expanding their business scope (Ricupero, 2004). Firm competitiveness has been a subject of discourse in business parlance, as business environments become more turbulent and complex (Roman, Piana, Lozano, Mello & Erdmann, 2012).

Due to the rapid growth and advancements in this competitive era, employees must respond quickly and flexibly to organizational changes (Jose & Mampily, 2015). The competitive environment of business necessitates psychological empowerment of employees. This requires individuals to take initiative for improvement, stimulate innovation and creativity, and promote maximum participation in order for the organization to operate efficiently and effectively (Baird & Wang, 2010; Meyerson & Dewwettinck, 2012). Thus, the organization's continued viability and competitiveness is ensured (Baird & Wang, 2010). Employees who are innovative, creative, able to adapt to changes, efficient and proactive are always looked for by a competitive organization. These attitudes are engraved on an employee who is psychologically empowered (Aghaei & Savari, 2014). This has also been agreed with by previous researchers such as Spreitzer (1995); Spreitzer and Quinn (1999) and Zhang and Bartol (2010), who believe that psychological empowerment is the solution to workers being innovative, creative and always active in the organization.

Even though there is a volume of empirical studies on organizational competitiveness, the existing evidence suggests that research in this area is promising. Previously, organizational competitiveness has been characterized by being investigated in order to ascertain its relationship to other variables, such as knowledge management (Antonova, 2010), conflict management (Okoro, Okonkwo, Eze, Chigbo & Nwandu, 2010) and talent management (Kingsley & Asawo, 2020). However, this study distinguished itself from others by associating organizational competitiveness with psychological empowerment, on the grounds that organizations are believed to achieve competitiveness through psychological empowerment.

The purpose of this study was to ascertain the relationship between psychological empowerment and competitiveness of Plastics Manufacturing Companies in Rivers State. With respect to this purpose, the following objectives were drawn for the study:

1. To analyze the relationship between psychological empowerment and flexibility in Plastics Manufacturing Companies in Rivers State.
2. To examine the relationship between psychological empowerment and innovation in Plastics Manufacturing Companies in Rivers State.
3. To evaluate the relationship between psychological empowerment and timeliness in Plastics Manufacturing Companies in Rivers State.

Based on the above objectives, the study was guided by the following research questions:

1. What is the relationship between psychological empowerment and flexibility in Plastics Manufacturing Companies in Rivers State?
2. What is the relationship between psychological empowerment and innovation in Plastics Manufacturing Companies in Rivers State?
3. What is the relationship between psychological empowerment and timeliness in Plastics Manufacturing Companies in Rivers State?

The conceptual framework showing the relationship between psychological empowerment and organizational competitiveness is displayed in Figure 1.

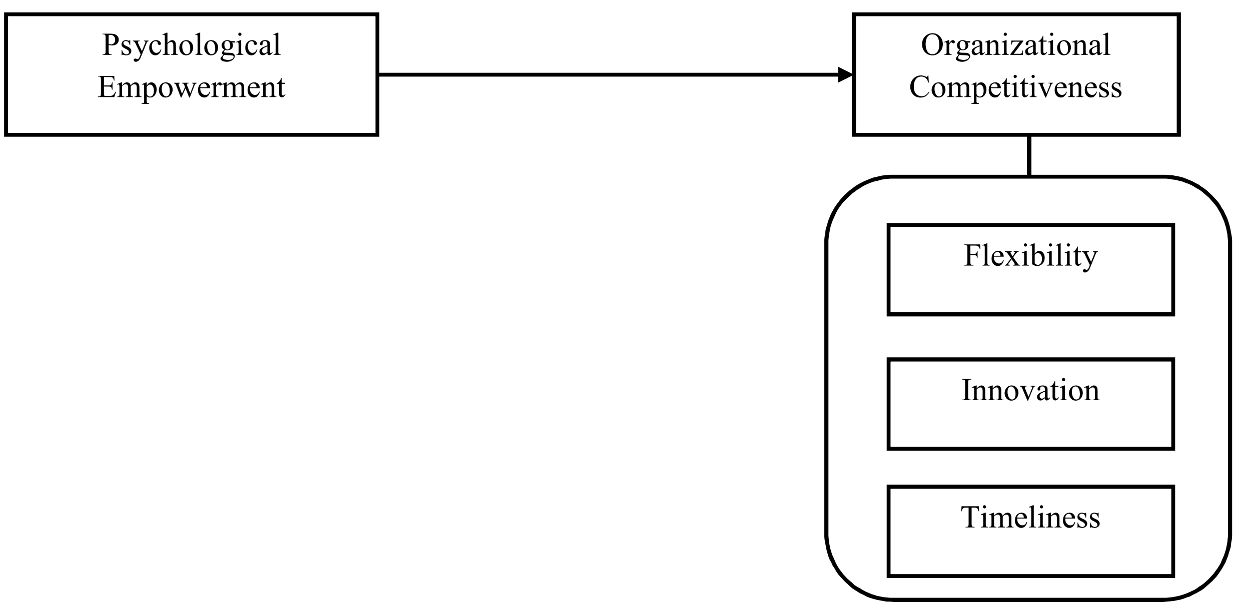

Figure 1: *Conceptual Framework of Psychological Empowerment and Organizational Competitiveness.*

Source: *Desk Research, 2021.*

LITERATURE REVIEW

Theoretical Foundation

The theory of empowerment, self-determination theory, and resource-advantage theory of competition served as the theoretical underpinnings for this study and helped to explain the relationship between the study variables.

Theory of Empowerment

According to Kanter's (1993) theory of empowerment, if an organization is built in such a way that empowers people and provides access to job-related empowerment possibilities, the structure has a beneficial effect on employees and their performance at work. On the other hand, an organizational structure that lacks empowerment and access to job-related empowerment possibilities will have a detrimental effect on employees and their performance at work.

Self-determination Theory

Ryan and Deci (2000) developed the self-determination theory, which asserts that humans have three inherent needs that are necessary for their effective functioning and well-being: the desire for competence, relatedness, and autonomy. The Self-determination theory is predicated on the premise that human beings are active, growth-oriented organisms that are naturally inclined toward the integration of their psychological aspects into a unified sense of self and toward integration into broader social systems (Ryan & Deci, 2000).

Resource-Advantage Theory of Competition

Hunt (1995) proposed this theory, which was derived from the resource-based view of the firm. Implicit in this theory is the notion that a firm's competitive advantage is generated by resource heterogeneity and that a resource's worth to a firm is measured in terms of its capacity to generate competitive differentiation and so improve performance outcomes (Hunt, 2000).

The Concept of Psychological Empowerment

The surge of interest in psychological empowerment coincides with a period of rapid change and global competition that necessitates employee initiative and innovation (Baek-Kyoo & Ji, 2010). Psychological empowerment refers to increased intrinsic motivation manifested in a set of four cognitions reflecting an individual’s orientation to his work role: *meaningfulness* refers to the value placed on work judged in relation to an individual’s own ideals or standards, *competence* refers to an individual’s belief in his/her capacity to perform a job with skill, *self-determination* refers to an individual’s belief concerning the degree of choice they have in initiating and performing work behaviors, and *impact* refers to the extent to which an individual believes he can influence outcomes at work (Aksel, Serinkan, Kiziloglu & Aksoya, 2013; Spreitzer, 1995). In a nut shell, psychological empowerment in an organization basically has to do with the employee’s mindset or psyche, especially in relation to his role in the organization. Many refer to this state of mind as psychological empowerment (Spreitzer, 2007; Thomas & Velthouse, 1990).

Psychological empowerment considers intrinsic motivation within individuals' mindsets to be the primary driver of empowered action, rather than external managerial procedures (Dee, Henkin & Duemer, 2003). The psychological standpoint considers the employees’ personal experience of their work as a unique cultural experience (Vacharakiat, 2008). Psychological empowerment focuses on the belief that employees have about their role in relation to the organization. Psychological empowerment refers to the belief that motivates an individual to take an active role in controlling and influencing his or her job (Shakirah & Shah, 2020). Psychological empowerment is connected to employees' perceptions, which has an impact on their work attitudes and behaviours. They believe that behavior is the key to the organization's success. These employees are optimistic about communicating creative and innovative ideas in the face of difficulties in the organization (Stander & Rothmann, 2009). It is concerned with employee motivation and determination to successfully complete their work. The psychological empowerment characteristic of employees also enables employees to have professional judgment in solving unexpected problems (Spreitzer, 1995; Wang & Lee, 2016).

The Concept of Organizational Competitiveness

In literature, competitiveness has been described as a multidimensional and relative concept that changes with context and time (Nachiappan, Gunasekaran, Yu & Ning, 2014), which means that there is no generally accepted definition of competitiveness. At present, it is often used in different contexts, meaning different things to different researchers. According to Wilfred, Matoke, Yegon and Egessa (2014), organizational competitiveness refers to its ability to create more economic value than other competing firms. Organizational competitiveness relates to continuous presence in markets, profit making, and the ability to adapt production to demand. A company is said to be competitive if it is dynamic, able to respond to changes with versatility and flexibility (Houshang & Babakhanianb, 2015), innovative, and able to create economic value faster than its competitors (Wilfred et al., 2014). The organization that seeks to build competitive advantage has to well mange its core processes and resources -human, operations, technology and financial (Sadegh, Senin & Tourani, 2015) and strive for low cost leadership.

A firm's competitiveness is its economic strength against its rivals in the global marketplace, where products, services, people, and innovations move freely despite geographical boundaries (Chao-Hung & Li-Chang, 2010). Competitiveness is the ability to produce goods and services that meet the test of international competition. Furthermore, Schwab (2013) defined competitiveness as the set of strategies, policies, and factors that determine the level of productivity of an organization. According to Kareska and Marjanova (2012), competitiveness can be viewed from different perspectives, such as macro-competitiveness, which involves inter-country or inter-industry relations, and micro-competitiveness, which is at the organizational level and is the ability of an organization to participate and win in the field of global or local offers of particular products or services. However, Bris and Sorell (2015) believe that competitiveness is not about short-term growth, nor is it about competition. Rather, competitiveness is about the ability to generate sustainable long-term value. According to them, competitiveness does not necessarily equate to competition because companies can become more competitive by working together, for example, by achieving synergies through trade, technology, and processes, which in turn help their competitiveness and allow them to grow.

The measures of organizational competitiveness used in this study are flexibility, innovation, and timeliness, which were derived from the research of Kingsley and Asawo (2020); Roman, Piana, Lozano, Mello and Erdmann (2012).

Flexibility

Flexibility is the primary capability that enables organizations to deal with environmental variations, since it enables them to be more sensitive to change. According to the literature on organizational change, flexibility is one of the dynamic qualities that organizations use to deal with change (Wright & Snell, 2008; Zajac, Kraatz & Bresser, 2000). Flexibility has been characterized as an organization's capacity to change its policies, methods, or procedures rapidly and easily in response to the environment's diverse and changing demands (Rowe & Wright, 1997 cited in Madhani, 2013). Flexibility is a strategic organizational quality that enables organizations to shift quickly and effectively while incurring minimal restructuring costs. As a result, organizational responsiveness is predicated on the concept of flexibility (Antonio & José-Mara, 2009). According to Madhani (2013), organizational flexibility encompasses a range of distinct types defined by a collection of resources, procedures, and managerial functions.

Innovation

Innovation has been defined in several different ways in the literature. It is not only defined as the conceptualization of a new or significantly improved product or service, but also as the successful introduction of new methods, techniques, practices, or new or altered products and services (Ertürk, 2012). Innovation can also be considered as a process in which employees' knowledge and valuable ideas are transformed into new forms of added value for the organization and its stakeholders (Dasgupta & Gupta, 2009). Innovation entails identifying novel methods of accomplishing tasks and adjusting to public (customer) demand (Anyanwu, 2013). According to Kiveu (2017), innovation is important for companies to develop their processes, products/services, marketing, and organizational structures in order to remain competitive.

Timeliness

Organizations are formed when the task to be performed exceeds the capabilities of a single decision maker. Even when a single person can complete the task, he may not be able to produce a satisfactory response within the time limits imposed by the task. Timeliness is defined here as an organization's ability to respond within an allotted time. Timeliness is one of the crucial elements of decision-making (Ohia & Gabriel, 2019). If an organization cannot make a decision in a timely manner, the organization may lose out on customers, profits, and so much more. Having people within the organization that can make timely decisions that are relevant and in the best interest of the organization is vital to the continued success of the organization. Givoly and Palmon (1982), cited in Ohia and Gabriel (2019), argued that timeliness is a vital factor in determining the usefulness of financial information, customer information, and environmental information.

Psychological Employment and Organizational Competitiveness

Psychological empowerment is an effective approach to developing human resources to boost the competitive advantage of an organization. It is a process of improving perceptions of self-efficacy among organizational members to take an independent, autonomous decision on how to deal with a particular scenario (Lee & Koh, 2001, cited in Dhruba & Sunita, 2017). Psychological empowerment is generating a stage in which motivational constructs manifest in cognitions reflecting an employee's orientation to his or her job roles (Laschinger & Finegan, 2015; Dhruba & Sunita, 2017). It evaluates the extent to which employees think that they are free to exercise their own initiative and judgment in executing their jobs (Thomas & Velthouse, 1990). It is a powerful management tool, which is used to exchange the shared vision that the group hopes to realize into common goals.

Furthermore, existing research clearly confirms, both theoretically and empirically, that there is a relationship between psychological empowerment and organizational competitiveness. Researchers express in their separate conclusions that highly committed employees feel self-motivated, highly spirited, and intensely focused on their assigned responsibility (Crystal-Jeanne, 2010; Flohr & Host, 2000). Given the empirical views of psychological empowerment and organizational competitiveness, the following hypotheses were outlined for examination:

Ho_1: There is no significant relationship between psychological empowerment and flexibility in Plastics Manufacturing Companies in Rivers State.

Ho_2: There is no significant relationship between psychological empowerment and innovation in Plastics Manufacturing Companies in Rivers State.

Ho_3: There is no significant relationship between psychological empowerment and timeliness in Plastics Manufacturing Companies in Rivers State.

METHODOLOGY

The study employed a cross-sectional survey design, a type of quasi-experimental research. Additionally, the study was conducted in a non-contrived setting. The population of the study consisted of the five (5) operational Plastics Manufacturing Companies in Rivers State that are registered with the Manufacturing Association of Nigeria, Rivers/Bayelsa State Branch (Manufacturers Association of Nigeria [MAN], 2020). However, given that this study is domiciled at the macro level of analysis, the study only concentrated on staff members of the companies in the managerial cadre. Therefore, four (4) managers were chosen from each of the five (5) operational plastics manufacturing companies to represent their organizations because they are intellectually and officially qualified to give more accurate data needed for the study. The primary data was collected using a self-administered questionnaire that was designed in a multiple choice format with a 5-point Likert scale, which enhanced simplicity in being understood by respondents. The research questionnaire was validated using the content validity technique while its reliability was tested using Nunnally's (1978) Cronbach's alpha at a benchmark of 0.7 as a minimum criterion. The test showed coefficients of psychological empowerment, flexibility, innovation and innovation as 0.997, 0.916, 0.931 and 0.850 respectively. The data were analyzed using an inferential statistical technique with SPSS version 25.0 at a 95% confidence interval and a 0.05 level of significance. Spearman's rank order (rho) correlation coefficients and p-values were calculated in order to ascertain the nature and direction of the proposed associations and for testing the stated hypotheses.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Matrix for Meaningfulness and Measures of Organizational Competitiveness

			PSYCHO_ EMPOW	FLEXIBILITY	INNOVATION	TIMELINESS
Spearman's rho	PSYCHO_ EMPOW	Correlation Coefficient	1.000	.880**	.912**	.892**
		Sig. (2-tailed)	.	.000	.000	.000
		N	20	20	20	20
	FLEXIBILITY	Correlation Coefficient	.880**	1.000	.972**	.905**
		Sig. (2-tailed)	.000	.	.000	.000
		N	20	20	20	20
	INNOVATION	Correlation Coefficient	.912**	.972**	1.000	.952**
		Sig. (2-tailed)	.000	.000	.	.000
		N	20	20	20	20
	TIMELINESS	Correlation Coefficient	.892**	.905**	.952**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	20	20	20	20

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

***Source**: Research Data, 2021*

Table 1 presents the Spearman's rank order correlation test result of the three previously postulated research questions and bivariate hypothetical statements as follows:

Research Question 1: What is the relationship between psychological empowerment and flexibility in Plastics Manufacturing Companies in Rivers State?

With respect to the relationship between psychological empowerment and flexibility, the study reported a positive correlation coefficient value (rho) of .880** which confirms that the relationship is positive and very strong.

Ho_1: There is no significant relationship between psychological empowerment and flexibility in Plastics Manufacturing Companies in Rivers State.

The test of significance showed p-value =.000 < 0.05 between psychological empowerment and flexibility. That is, the p-value of .000 obtained is less than the alpha value of 0.05. Therefore, the null hypothesis (Ho_1) earlier stated was rejected and the alternate accepted, and restated that there is significant relationship between psychological empowerment and flexibility in Plastics Manufacturing Companies in Rivers State.

Research Question 2: What is the relationship between psychological empowerment and innovation in Plastics Manufacturing Companies in Rivers State?

With respect to the relationship between psychological empowerment and innovation, the study reported a positive correlation coefficient value (rho) of .912** which confirms that the relationship is positive and very strong.

Ho_2: There is no significant relationship between psychological empowerment and innovation in Plastics Manufacturing Companies in Rivers State.

The test of significance showed p-value =.000 < 0.05 between psychological empowerment and innovation. That is, the p-value of .000 obtained is less than the alpha value of 0.05. Therefore, the null hypothesis (Ho_2) earlier stated was rejected and the alternate accepted, and restated that there is significant relationship between psychological empowerment and innovation in Plastics Manufacturing Companies in Rivers State.

Research Question 3: What is the relationship between psychological empowerment and timeliness in Plastics Manufacturing Companies in Rivers State?

With respect to the relationship between psychological empowerment and timeliness, the study reported a positive correlation coefficient value (rho) of .892** which confirms that the relationship is positive and very strong.

Ho_3: There is no significant relationship between psychological empowerment and timeliness in Plastics Manufacturing Companies in Rivers State.

The test of significance showed p-value =.000 < 0.05 between psychological empowerment and timeliness. That is, the p-value of .000 obtained is less than the alpha value of 0.05. Therefore, the null hypothesis (Ho_3) earlier stated was rejected and the alternate accepted, and restated that there is significant relationship between psychological empowerment and timeliness in Plastics Manufacturing Companies in Rivers State.

DISCUSSION OF FINDINGS

The findings indicated a positive significant correlation between psychological empowerment and competitiveness of Plastics Manufacturing Companies in Rivers State. The study's findings indicate that psychological empowerment has a significant positive effect on the competitiveness of Plastics Manufacturing Companies in Rivers State. This means that the more psychologically empowered staff members are, the more competitive the Plastics Manufacturing Companies will be.

The findings of this study corroborate Kahreh's (2011) research on the effect of employee empowerment on firms' ability to sustain a competitive advantage in Iran's financial services sector. His study found that empowerment of employees has a significant positive effect on competitive advantage and also on the primary components of competitive advantage for firms operating in the services sector. Additionally, the current study corroborated the work of Flohr and Host (2000). Employee empowerment, according to Flohr and Host (2000), results in increased organizational effectiveness and employee well-being. Additionally, they claimed that empowerment has been shown to increase efficiency and lower costs on an assembly line in a transmission plant. Additionally, empowerment of employees results in increased job satisfaction, involvement, loyalty, performance, and faster service delivery to customers, all of which contribute to the organization's competitiveness.

CONCLUSION AND RECOMMENDATIONS

The idea which necessitated this study was to examine the relationship between psychological empowerment and competitiveness of Plastics Manufacturing Companies in Rivers State. From the data generated and analyzed, the purpose of the study was achieved as it was empirically discovered that a strong positive and significant relationship exists between psychological empowerment and the measures of organizational competitiveness which include flexibility, innovation and timeliness. The study therefore concluded that there is a positive significant relationship between psychological empowerment and competitiveness of Plastics Manufacturing Companies in Rivers State.

Based on findings, the study recommends that a sense of psychological empowerment should be fostered within plastics manufacturing firms by providing staff members with opportunities to meet their desire for competence, relatedness, and autonomy while working on interesting projects that present a satisfying level of challenge and increased responsibilities. This is necessary for their effective functioning and well-being and leads to increased organizational competitiveness.

REFERENCES

Aghaei, N. & Savari, M. (2014). The relationship between psychological empowerment and professional commitment of selected physical education teachers in Khuzestan province, Iran. *European Journal of Experimental Biology, 4*(4), 147-155.

Akpotu, C., Asiegbu, I. F. & Tamunosiki-Amadi, J. (2013). Organizational social asset and firm competitiveness in the Nigerian telecommunication sector. *American International Journal of Contemporary Research*, 3(7), 88-98.

Aksel, I. Serinkan, C., Kiziloglu, M. & Aksoya, B. (2013). Assessment of teachers' perceptions of organizational citizenship behaviors and psychological empowerment: An empirical analysis in Turkey. *Procedia Social and Behavioral Sciences, 89(13),* 69-73.

Antonova, K. (2010). Organizational competitiveness through strategic knowledge management. *Journal of University of Economics, 6*(7), 76-86.

Antonio J. V. & José-María, G. (2009). Measuring the organizational responsiveness through managerial flexibility. *Journal of Organizational Change Management, 22*(6), 668-690.

Ateke, B. W. & Kalu, S. E. (2016). Managing the Salesforce for Competitiveness: Experience from Insurance Firms in Port Harcourt. *Ilorin Journal of Marketing, 3*(2)1-15.

Baek-Kyoo, J. & Ji, H.S. (2010). Psychological empowerment and organizational commitment: The moderating effect of organizational learning culture. *Human Resource Development International, 13*(4), 425–441.

Baird, K. & Wang, H. (2010). Employee empowerment: Extent of adoption and influential factors. *Personnel Review, 39*(5), 574-599.

Bris, A. & Sorell, M. (2015). *The competitiveness challenge.* Retrieved from https://www.imd.org/research-knowledge/articles/the-competitiveness-challenge/

Chao-Hung, W. & Li-Chang, H. (2010). The influence of dynamic capability on performance in the high technology industry: The moderating roles of governance and competitive posture. *African Journal of Business Management 4*(5), 562–577.

Dee, J. R., Henkin, A. B. & Duemer, L. (2003). Structural antecedents and psychological correlates of teacher empowerment. *Journal of Educational Administration, 41*(3), 257.

Flohr, N.J. & Host, V. (2000). The path to service encounter performance in public and private bureaucracies. *The Service Industry Journal, 20*, 40-60.

Houshang M. & Babakhanianb, M. (2015). World conference on technology, innovation and entrepreneurship: identification of factors affecting organizational entrepreneurship in selected Sama Technical Schools. *Procedia - Social and Behavioral Sciences, 195*(5), 940-947.

Hunt, S. D. (1995). The comparative advantage theory of competition. *Journal of Marketing, 59*(2), 1-15.

Hunt, S. D. (2000). *A general theory of competition.* Thousand Oaks, CA: Sage Publications.

Jose, G. & Mampilly, S. R. (2015). Relationships among perceived supervisor support, psychological empowerment and employee engagement in Indian workplaces. *Journal of Workplace Behavioral Health, 30*(3), 231-250.

Kahreh, S.M. (2011). Achieving competitive advantage through empowering employees: an empirical study. *Far East Journal of Psychology and Business, 3*(2), 26-37.

Kambhampti, L.A. (2006). *Managing innovative and change in turbulent times*. Boston: McGraw Hill.

Kanter, R. M. (1993). *Men and women of the corporation* (2nd ed.). New York: Basic Books.

Kareska, K. & Marjanova, T. A. (2012). Aspects of competitiveness: Achieving competitive advantage of organizations in Macedonia. *Strategic Management Journal, 18*(3)*,* 76-94.

Kingsley, J. & Asawo, S.P. (2020). Talent management and competitiveness of oil drilling and well servicing companies in Rivers State. *International Academy Journal of Management, Marketing and Entrepreneurial Studies,* 8(1), 11-21.

Kiveu, M. N. (2017). Effect of innovation on firm competitiveness: A paper of small and medium enterprises in the manufacturing sector in Nairobi city county (Ph.D. Dissertation). Kenyatta University, Kenya.

Laschinger, H.K. & Finegan, J. (2015). Empowering nurses for work engagement and health in hospital settings. *Journal of Nursing Administration, 35*(10), 439-448.

Lee, M. & Koh, J. (2001). Is empowerment really a new concept? *International Journal of Human Resource Management, 12*(4), 684-695.

Madhani, P. M. (2013). Organizational flexibility: Real option approach. *Journal of Indian Management, 13*(2), 43-54.

Manufacturers Association of Nigeria [MAN] (2020). *Members of MAN, Rivers/Bayelsa Branch.* http://phmanufacturersnigeria.org/members.html. Retrieved 10 July, 2021.

Meyerson, G. & Dewettinck, B. (2012). Effect of empowerment on employee's performance. *Advanced Research in Economic and Management Sciences, 2*(1), 40-46.

Nachiappan, S., Gunasekaran, A., Yu, J. & Ning, K. (2014). Customer satisfaction and competitiveness in the Chinese E-retailing: Structural equation modeling (SEM) approach to identify the role of quality factors. *Expert Systems with Applications,41,* 69-80.

Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.

Obiekwe, O., Zeb-Obipi, I. & Ejo-Orusa, H. (2019). Employee involvement in organizations: Benefits, challenges and implications *Management and Human Resource Research Journal, 8*(8), 1-11.

Ohia, O. E. & Gabriel, J. M. O. (2019). Gender diversity and employee performance in four star hotels in Port Harcourt, Rivers State, Nigeria. *West African Journal of Business, 13*(2), 123-133.

Okoro, C. M., Okonkwo, E. A., Eze, A., Chigbo, C. & Nwandu, I. (2018). Competitiveness among employees in the workplace: The influence of conflict handling styles and organizational types. *Journal of Humanities and Social Science, 23*(6), 82-89.

O'Sullivan, D. & Abela, D. (2007). Marketing performance measurement ability and firm performance. *Journal of Marketing*, 71, 79- 93.

Ricupero, R. (2004). Transitional Corporation and export competitiveness. *Foreign Trade Review*, 39 (1), 66-93.

Roman, D. J., Piana, J., Lozano, M. S. P., Mello N. R. & Erdmann, R. H. (2012). Organizational competitiveness factors. *Vitória, 9*(1), 25-42.

Rowe, W.G. & Wright, P.M. (1997). Related and unrelated diversification and their effect on human-resource management controls. *Strategic Management Journal, 18*(4), 329-338.

Ryan, R. M. & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78.

Sadegh, R., Senin, A. & Tourani, A. (2015). Effect of organizational factors on university-industry collaboration. *International Journal of Business Management, 14*(2), 71-92.

Schwab, K. (2013). *The Global Competitiveness Report 2013–2014*. World Economic Forum, Geneva.

Shakirah, N. & Shah, R. A. (2020). Does psychological empowerment contribute to employee's engagement in companies? *International Journal of Humanities and Social Science Invention*, 9(5), 6-14.

Spreitzer, G. M. (1995). Psychological empowerment in workplace, dimensions, measurement and validation. *Journal of Applied Psychology, 82*(1), 6-29.

Spreitzer, G. (2007). Toward the integration of two perspectives: A review of social-structural and psychological empowerment at work. *Ann Arbor*, 10(1), 48-69.

Spreitzer, G.M. & Quinn, R.E. (1999). The road to empowerment: Seven questions every leader should consider. *Organizational Dynamics, 26*(2), 37-48.

Stander, M. W. & Rothmann, S. (2010). Psychological empowerment, job insecurity and employee engagement. *Journal of Industrial Psychology, 36*(1), 1-8.

Thomas, K.W. & Velthouse, B.A. (1990). Cognitive elements of empowerment: An interpretive model of intrinsic task motivation. *Academy of Management Review, 15*(4), 666–681.

Vacharakiat, M. (2008). The relationships of empowerment, job satisfaction, and organizational commitment among Filipino and American registered nurses working in the USA (Doctoral dissertation). George Mason University.

Wang, G. & Lee, P. D. (2009). Psychological empowerment and job satisfaction: An analysis of interactive effects. *Group & Organization Management, 34*(3), 271-296.

Wilfred, N. M., Matoke, J., Yegon, R. & Egessa, R. (2014). Moderating effect of organizational factors on the relationship between diversification strategies and competitiveness: Case of sugar firms in Kenya. European *Journal of Business Management, 4*(2), 34-45.

Wright, P.M. & Snell, S.A. (2008). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of Management Review, 23*(4), 756-772.

Zajac, E.J., Kraatz, M.S. & Bresser, R.K.F. (2000). Modeling the dynamics of strategic fit: a normative approach to strategic change. *Strategic Management Journal, 21*(4), 429-453.

Zhang, X. & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal, 53*(1), 107-128.

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 5, PP 93-107, ISSN: 2382-7446, January, 2022
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Celebrity Endorsement and Covid-19 Vaccine Hesitancy in Rivers State

Kpunee, Henry N. (Ph.D)
Department of Marketing, Ken Saro Wiwa Polytechnic, Bori
Daddie, Mary M. (Ph.D)
Department of Marketing Education, Federal College Education, Technical, Omoku
Ikaba, Victoria Y. (Ph.D)
Department of Marketing, Ken Saro Wiwa Polytechnic, Bori

Abstract: *The covid-19 pandemic took the world by storm in 2020 leaving so many deaths and dislocation of global economic activities in its wake. Scientists across the globe rallied to provide vaccines to tackle the spread of the dreaded disease but the refusal of people to take available vaccine is already a growing concern. This study investigated the impact of celebrity endorsement on covid-19 hesitancy in Rivers state. Three hypotheses were formulated while the study population is made up of all citizens of the state given at five million, one hundred and ninety-eight thousand seven hundred and sixteen (5,198,716). Taro Yamen formula was used to determine the sample size of four hundred (400) while primary data for the study was generated through research questionnaire developed on a five point Likert scale. Multiple regression was used to test hypothesis with the aid of SPSS version 21.0. The findings reveal that celebrity endorsement strongly and positively relates with covid-19 vaccine hesitancy and recommend that government of Rivers state should engage the services of celebrities in her bid to get more people vaccinated against covid-19.*

Keywords: *Celebrity Endorsement, Covid-19 Vaccine, Vaccine Hesitancy.*

1 **Introduction**

The novel corona virus disease (Covid-19) pandemic is a health harzard which the entire globe had to grapple with. The pandemic aside its health implication, has disrupted economic activities and dislocated the social life of people across the world.

On January 30, 2020, the World Health Organization (WHO) declared covid-19 a public health emergency of international concern. By 3rd Jan, 2022, there has been 244,120 confirmed cases of covid-19 infection in Nigeria with 3,045 related deaths (NCDC, 2021). Available statistics indicates that Rivers State is the third most infected state in the country and ranked only behind Lagos and the Federal Capital Territory (FCT) with 14,871 confirmed cases as at January 3rd 2022 according to the National Centre for Disease Control (NCDC). The state has also recorded 154 covid-19 related deaths during the same period. Data from the world health organization (WHO) shows that the state have received 150,240 doses 0f the Astrazenecacovid-19 vaccine. Out of this figure, 78,000 people have had the first jab while only 27,000 persons have received their second jab as at June 24th, 2021 (Guardian. NG, 2021). In a bid to get more people vaccinated, the state government have engaged regularly with healthcare workers, media practitioners and other stakeholders. Along this line, radio and television jingles, newspaper adverts as well as local mode of communication have been activated to further disseminate covid-19 messages to the citizenry. In addition, the state government also established a covid-19 taskforce headed by the state commissioner for information, Mr. Paulinus Nsirim and Mr. Aggrey Harry, permanent secretary primary healthcare management board as chairman and secretary respectively.

On the other hand, celebrity endorsement is a popular marketing approach to making a product more noticeable, attractive and compelling (Khong, 2013). Celebrity endorsement has been observed as an accelerator of information on innovated products, services and ideas within, between and among societies and markets because it has greater influence on consumer acceptability of products and services with the potential ability of diffusing innovation into societies at a faster rate (Addo, 2016). Although consumers have favorable response towards celebrity endorsement, research that examines the impact of celebrity endorsement on covid-19 vaccine hesitancy in Rivers State is scarce. It is certainly worthwhile to examine how Rivers people respond to covid-19 vaccine with celebrity endorsement as tool.

1.1 Research Problem

Vaccination represents basic public health intervention aimed at mitigating the severe epidemiological and economic burden generated by communicable disorder (OECD, 2017), thus recognized globally as key strategy for improving health outcomes and life expectancy. The reluctance of people to receive safe and recommended available vaccines known as vaccine hesitancy was already a growing concern even before the development and approval of the vaccine (MacDonald, 2015).

Skepticism towards vaccine ranging from slight hesitancy to outright refusal is not unique to covid-19 vaccine. Reasons for low vaccine intake are typically centered on concerns about their safety, potential side effect and efficacy (Fiquieredo, 2020) frequently fuelled by misinformation or lack of trust in government and health system (Martinez-Bravo & Stegman, 2021).

Inspite of the effort by Rivers State government at intensifying awareness and putting in place machineries to ensure citizens take the covid-19 vaccine to curtail its spread, not much has been achieved. This study therefore seek to examine if celebrity endorsement as a marketing tool can be used to tackle covid-19 vaccine hesitancy in Rivers State. It is hoped that the outcome will assist the Rivers State government in her effort at ensuring that residents of the state are vaccinated and protected against the dreaded disease**.**

Review of Related Literatures

2.0 Theoretical Foundation

Diffusion of innovation theory developed by E.M Rogers in 1962 is one of the oldest social science theories. It originated in communication to explain how over time an idea or product gains momentum and diffuses (or spread) through a specific population or social system. In its classical formulation, diffusion involves an innovation that is communicated through certain channels overtime among members of a social system.

The theory offers guidance to this study in that a diffusion rate ranging from early adopters who actively seek vaccination to those who are unsure or hesitant can be envisioned (Ghesla, Grieder & Schmitz, 2019). In the short term, covid-19 demand creation will be relatively easy as the early adopters (i.e. the enthusiast) will come forward without persuasive effort. However as time goes on, those who are hesitant will come to represent more of the unvaccinated. As the hesitant come to the front of the queue, there will be a need for more targeted approaches that speaks to the concerns held by these groups.

2.1 Concept of Celebrity Endorsement

As marketing communication continue to evolve and diverse means of reaching out to existing and potential consumers emerges, practitioners in the field of marketing have come to acknowledge the use of celebrity endorsement as a potent marketing tool. One of the reason that could be adduced for this is the fragmentation of the traditional mass market and media which according to Ukman, (1996) has forced many companies to look for alternative methods to communicate their marketing messages.

The concept of celebrity endorsement emerges within the literature of mass communication, social psychology and marketing concepts (Meenaghan, 1988). Celebrity endorsement is a popular marketing approach to making a product more noticeable, attractive and compelling to consumers. Many consumers according to Khong & Wu (2013) are willing to spend money on the products and service their favourite celebrity endorses. This according to them shows the persuasiveness of celebrity appeal as a means of persuasive communication. Till (1998) found that the use of celebrity endorsers can result in better attitudes towards the brand than the use of average citizen testimonials.

Pringle, (2004) explains that celebrity endorsement effort involve branding, sponsorship, product placement and testimonials. From a marketing communication point of view, it is essential that organizations know how to create competitive advantage via their celebrity endorsement approaches of marketing communication activities by integrating it with other elements of the marketing mix such as distribution and pricing decisions. (Khong & Wu, 2013).

Marketing and advertising practitioners share the belief that communicators' character has a significant impact on the persuasiveness of the message. Benoit and Benoit (2008) says persuasion is a process in which a source (persuader) uses a message to achieve goal by creating, changing or reinforcing the attitude of others (the audience).

As with any other dynamic marketing communication efforts, there are some elements of risk in celebrity endorsement. (Khong & Wu, 2013). One of the biggest worries of employing celebrities is the risk of bad publicity (Till & Shimp, 1995). Funke Akindele (aka Jenifa) a famous Nollywood actress lost her endorsement deal with Dettol and NCDC after being arrested for hosting a party in contravention of the covid-19 lockdown order in Lagos state. Tiger Woods, a veteran golfer also lost his endorsement deals with AT&T, Accenture, Gatorade and Gillette worth over 50 million dollars in the wake of a tabloid headlining sex scandal and messy divorce nearly a decade ago. When the negative image of a celebrity is exposed, the organization brand image will be tarnished causing degradation of consumer trust and confidence (Nelson, 2010).

2.1.1 Source Credibility

Credibility is the extent to which a message receiver sees the source as having relevant knowledge, skills, experience and trust to give unbiased and objective information. Source credibility is used to imply a communicator's positive characteristics that will affect the receiver's acceptance of the message (Ohianan, 1990). Belch and Belch (2001) argues that when the information from a credible source influences the beliefs, opinion and attitudes of the receiver, the latter mentioned adopts the opinion of the credible communicator. This is based on the assumption that the information from the source is accurate.

Source credibility is perceived as possessing expertise relevant to the communication topic and can be trusted to give an objective opinion on the subject (Goldsmith, 2000). Celebrity credibility contains two components which are expertise and trustworthiness (Ohanian, 1991). This could impact the customers' perception towards the brand that is endorsed (Audi, Masri & Ghazzawi, 2015)

Expertise is co-usually defined as elite, peak or exceptionally high levels of performance on a particular task or within a given domain (Bourne & Healy, 2014). One who achieves this status is called an expert or some related term such as master, prodigy, genius etc. Ohanian (1991) found that the expertise of a celebrity increases the probability of buying the brand since the level of persuasion grew.

Trustworthy is the degree of confidence in the source's intent to communicate the assertions considered to be most valid (Hawland, 1979). Celebrities with higher level of trustworthiness are easier to reach the customers. Expertise and trustworthiness are main factors of convincing sources of celebrity endorsers. It could create the authenticity of the brand in the client view (Audi, Masri & Ghazzawi, 2015).

Since endorsement as a communication tool will comprise of some of the signals of the endorsed brand, it seems likely that the credibility of the endorser will subsequently transfer to the brand. In summary, high endorser credibility should lead to higher brand credibility.

A highly credible endorser will become more strongly associated with the endorsed brand in the consumers' mind (Biswas, 2016). When a highly credible scientist such as Ian Frazer who achieved celebrity status by developing a vaccine for cervical cancer endorses a health related initiative, both recall and recognition are likely to be positive for the initiative.

Base on the above review, we hypothesize as follows:

H1: There is no positive relationship between source credibility and covid-19 vaccine hesitancy.

2.1.2 Source Expertise

Expertise is consensually defined as elite, peak and exceptionally high level of performance on a particular task or within a given domain (Bourne, Kole & Healy, 2014). In order to persuade recipients of information, endorsers expertise has encouraging effect on receivers (Ohanian, 1990). Belch and Belch (1994) said that information receivers have strong belief upon the person who is practically having related knowledge, expertise in advocating area. Endorsers with high knowledge and skills have strong power and recommendation as compared to the endorsers with low expertise (Ohanian, 1990). If the celebrity advocating the product has knowledge and experience, then he/she will ultimately have differential power to pursue to strong believability.

Celebrity endorsers' expertise is a true sign of professionalism and have encouraging effect on receivers loyalty (Ohanian, 1990). According to Eyitayo (2017) the expertise of a celebrity with a more concrete information on the product offering can lead to a favorable attitude towards the brand (Magnini & Cross, 2008). Ohanian (1990) argues that celebrity endorsers are more effective when they are knowledgeable, experienced and qualified to talk about the product they endorse.

On the whole, source expertise in persuasive communication, indicates generally that the source's perceived expertise has a positive impact on attitude change when a consumer perceives that a celebrity endorser has a high level of expertise, he or she is more likely to be persuaded by the message in an advert (Speck, 1988). Therefore a celebrity with high expertise is assumed to be more persuasive (Ohanian, 1991; Erdogan, 1999) than a celebrity with low level perceived expertise.

Base on the above review, we hypothesize as follows:

H2: There is no positive relationship between source expertise and covid-19 vaccine hesitancy.

2.1.3 Source Attractiveness

Marketers treat physical attractiveness as one of the criteria for selecting endorsers since it could impact customers' attitude towards the advert and the product itself (Khale & Homer, 1985). Patzer (1985) asserted that physical attractiveness as an informational cue; involves effects that are subtle, persuasive and inescapable; produces a definite pattern of verifiable differences and transcend culture in its effect.

Source attractiveness is more related to the physical attributes such as similarity, familiarity and likeability. These are important in the individual's initial judgment of another person (Ohanian, 1990). Similarity is a supposed resemblance between the source and the receiver of the message while familiarity refers to the knowledge of the source through exposure. Likeability is affection for the source as a result of physical appearance, behavior or other personal traits (Belch & Belch, 2001).

Source attractiveness affect the receiver in the sense that they are identifying themselves as the celebrity (Patzer,1985). This also motivate the receiver to seek some type of relationship with the source and thus adopts similar beliefs, attitude, preferences and behavior. Source attractiveness is used to create effective message where the attribute attractiveness refers to the endorser's physical appearance, personality, likeability and similarity (Salomon, 2002).

From the above review, we hypothesize as follows:

H3: There is no positive relationship between source attractiveness and covid-19 vaccine hesitancy.

2.2 Vaccine Hesitancy

Vaccination represents basic public health interventions aimed at mitigating the severe epidemiological and economic burden generated by communicable disorders (Barnghausen, Bloom, Cafiero-Fonseca & Obrien, 2014) thus recognized globally as a key strategy for improving health outcomes and life expectancy (WHO, 2014). In Africa, vaccination programs have helped in the reduction of mortality and morbidity due to vaccine-preventable diseases (Cooper, Betsch, Sambala, Mchina, Wiysonge, 2018).

The reluctance of people to receive safe and recommended available vaccines known as vaccine hesitancy was already a growing concern before the development and approval of covid-19 vaccine (Mcdonald, 2015). According to SAGE working group on vaccine hesitancy, the determinants of this behavior can be characterized by 'The 3c model': Confidence (trust in healthcare professionals, vaccines and their effectiveness), Complacency (low awareness of the risk of vaccine-preventable diseases and the importance of vaccines) and Convenience (availability and accessibility to vaccine and healthcare services (SAGE, 2014; Salmon, Dudley, Glanz & Omer, 2015).

Regarding covid-19 vaccine hesitancy, studies suggest that the rapid pace of vaccine development may undermine vaccination confidence and increase complacency about the vaccine (Rutten, Zhu, Leppin, Ridgeway, Swift, 2021). Covid-19 vaccine hesitancy may be aggravated in African countries due to many theories on social and traditional media that Africans are "immune" due to the climatic condition of the African continent (Dube, Vivion & MacDonald, 2015).

Vaccine refusal in the past has been associated with outbreaks of many diseases in different countries, both developed and developing countries. Historically, Northern Nigeria has been plagued with challenges of vaccine hesitancy. The polio vaccine rejection in Northern Nigeria according to Oladapo, Oyetola, Olajide, Monisola and Adebayo (2021) was driven by rumors and distrust which are rudiments of vaccine hesitancy. Hesitancy can thrive because of various religion that see causation as coincidences rather than find answers to what appears like coincidences (Demi, Buhi, Nother, Kleim & Huber, 2020). In certain religion, death, either children or adults are seen as coincidences or ascribed to God who is supreme in all even if apparent causation like vaccine preventable disease can be identified as the probate cause.

In spite of these factors that can be attributed to vaccine hesitancy, **behavioral intention** and **affective attitude** have become inevitable for vaccine uptake.

Several researchers studied **behavioral intention** in different context, using different synonym for it. For example, adoption intention (Zhu, Sangwan &Lu, 2010), Intention to use (Lallmahamood, 2007), online purchase intention (Sin, Nor & Al-Agaga, 2012). The most important keyword is intention and it appears in all the studies whereas adopt, use or purchase are all behaviors or actions.

Behavioral intention is a person's subjective likelihood of accomplishing a particular behavior and it is the deciding factor in actual behavior (Abdulrashid, Jussof & Kassim, 2009). Intention also signifies ones maximum likelihood of engaging into performing an action as immediately as possible (Ajzen, 2002). Venkatesh (2003) define behavioral intention as a person's subjective probability that he or she will perform an action while Abubakar (2015) view behavioral intention as human intrinsic/extrinsic behavior that eventually leads to an action for which the intention was initially made.

Audience view celebrities as very important prestigious and unique thus this brings in the perception of practicing what they do and identify themselves with celebs to have an image similar to them. This helps in finding reinforcements for personal values thus finding model behavior.

Early research into the areas of consumer behavioral intentions was limited by the ability to fully account for the variety of possible behavior a consumer may adopt. For example Cronin and Taylor (1992) used a one item measure of purchase intentions to capture the construct while Boulding (1993) focused on purchase intentions and willingness to recommend. A broader conceptualization of consumer behavioral intentions construct was proposed by Parasuraman & Barry (1994) and this scale consisted of 13 items that aim to capture five dimensions, loyalty to the company, propensity to switch, willingness to pay more, external response to a problem and internal response to a problem.

Affective Attitude relates to a person's feelings or emotions in their shaping on attitudes to a person or object. If one feels positive about someone, that person is more likely to address them in a positive manner

The term attitude is derived from the Latin word for posture or physical position. In the words of Allport (1935) sited in Asiegbu, Powei & Iruka, (2012), an attitude is a mental and neutral state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual response to all objects and situations with which it is related. Krech (1962) define an attitude as a person's enduring favorable or unfavorable evaluations, emotional feelings and action tendencies towards some object or idea. Attitude lead people to behave in a fairly consistent way towards similar objects.

Boone and Kurtz (2004) describe attitude as a person's enduring favorable or unfavorable evaluations, emotions and action tendencies towards some object or data. As they form over time through individual experiences and group contacts, attitude become highly resistant to change.

Affective attitude refers to the way an individual feel's about an attitude object. It relates to the emotional content and arouses either like or dislike for a particular object. Chisnall (1975) observes that these feelings may derive from personality traits, motives, social norms etc. A consumer emotions or feeling about a particular product or brand constitute the affective component of an attitude (Asiegbu, et al, 2012). Consumer researchers according to Asiegbu et al (2012) frequently treat these emotions and feelings as primary evaluation in nature, that is, they capture an individual direct assessment of the attitude object i.e. the extent to which individual rates the attitude object as favorable or unfavorable.

2.3 Celebrity Endorsement and Vaccine Hesitancy

When government and health experts cannot reach certain members of the public who are skeptical about vaccines, there is need to use different and innovative approaches to reach them. Government turning to celebrities or influencers to encourage covid-19 vaccine uptake may seem like an odd choice yet there is evidence that celebrities may play a crucial role when it comes to promoting positive messages about vaccines especially amid vaccine hesitancy (Menon, 2021).

Although it is difficult to measure the exact success of influencer and celebrity endorsement on covid-19 vaccine uptake, using them as part of a vaccine marketing campaign can be a good thing if done right. There are obviously risks, but any positive association that government and health experts can conjure about the vaccine may go some way to encouraging those less inclined to get vaccinated to do so.

A 2019 Indonesian study published by the National Bureau for Economic Research (NBER) found that tweets about vaccines that came from celebrities were more likely to be retweeted than same tweets seen by same users that did not come from celebrities.

To some, influencers and celebrities may appear more trustworthy, relatable and authentic than scientific and medical spokespeople. "What an influencer or celebrity can do is that they can get people to pay attention and they can bring credibility to the message" (Calkins,2021)

Choosing a celebrity or influencer to promote vaccines is not a simple task, government and health institutions need to be strategic and intentional in their approach or risk further loosing audiences' trust by choosing the wrong person to front their messages (Kubowicz 2021). She notes the need to tailor messages to the target population if there is an authentic connection between the celebrity and the endorsement, it can be well received. Schulman (2021) believes that celebrity endorsement can be helpful when organizations tailor their language of the campaigns to target specific population, he notes the need to be cautious about strategy.

Menon (2021) agrees that using celebrities/influencers can be a great way to access certain population groups. "It is important to disconnect vaccines from politics. It should not be about political leanings" she added.

Calkins (2021) says when you are aligning the vaccine with a celebrity, you are taking vaccine from being a brand that is aligned with science and the pharmaceutical industry to being a brand that's aligned with somebody who is influential, contemporary and interesting and all that has a big impact on how people see and understand vaccines.

2.4 Conceptual Framework

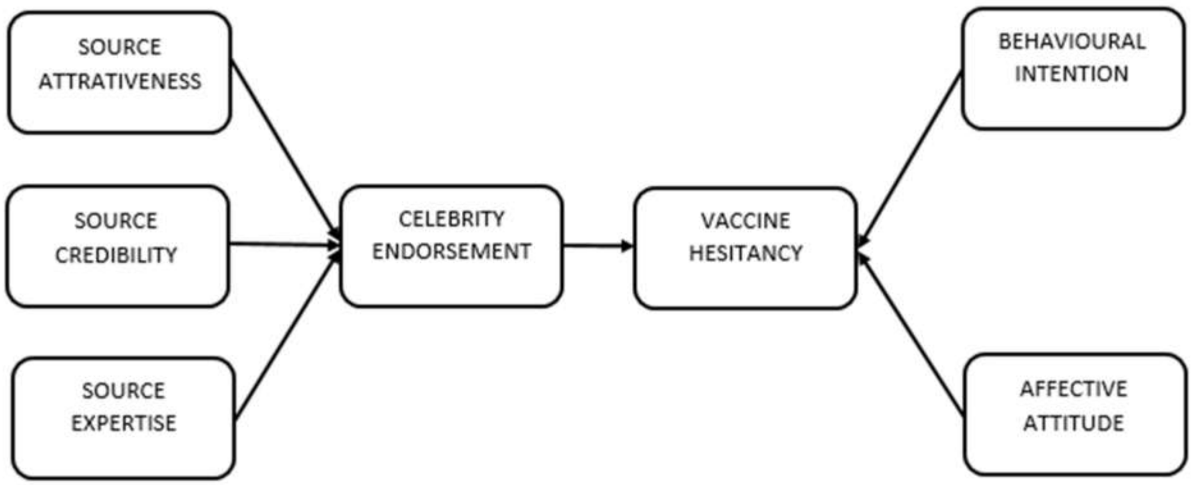

Figure 1: Conceptual framework of the relationship between celebrity endorsement dimensions and vaccine hesitancy measures.

Source: Researchers Desk, 2022.

3.0 Methodology

The study adopted a survey design method. Three hypotheses were formulated while the study population is made up of all citizens of Rivers state given at 5,198,716 (Census, 2006). Taro Yamen formula was used to determine a sample size of 400. Primary data for the study was generated through research questionnaires developed on a five point Likert scale.

Multiple regression was used to test the three (3) hypotheses stated in this study with the aid of statistical package for social science (SPSS) version 21.0

4.0 Data Analysis and Results

Four hundred (400) copies of questionnaire were administered to the selected respondents in Rivers State. Three hundred and ninety-four (394) representing ninety-eight point five percent (98.5%) copies were accurately filled while the remaining six (6) with percentage of one point five percent (1.5%) contained certain inconsistencies, and thus not valid for analysis. Therefore, the analysis was based on three hundred and ninety-four (394) copies accurately filled.

4.2 Hypotheses Testing

Table 2 Regression Analysis showing the influence of Source Credibility, Source Attractiveness and Source Expertise on Covid-19 Vaccine Hesitancy

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873[a]	.762	.733	6.37911	1.411

a. Predictors: (Constant), Source Credibility, Source Attractiveness, Source Expertise
b. Dependent Variable: Covid-19 Vaccine Hesitancy

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.848	3	5.468	2.775	.000[b]
	Residual	61.099	391	15.176		
	Total	116.947	394			

a. Dependent Variable: Covid-19 Vaccine Hesitancy
b. Predictors: (Constant), Source Credibility, Source Attractiveness, Source Expertise

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.103	2.099		4.925	.000
	Source Credibility	.704	.434	.711	.823	.000
	Source Expertise	.293	.171	.225	.487	.000
	Source Attractiveness	.486	.229	.391	1.341	.000

a. Dependent Variable: Covid-19 Vaccine Hesitancy

Regression Model: Covid-19 Vaccine Hesitancy = 5.103 + [(0.704Source Credibility) + (0.293Source Expertise) + (0.486Source Attractiveness)]

Interpretation

The result in Table 2 shows that there is a statistically determinant relationship between celebrity endorsement dimensions (source credibility, source expertise and source attractiveness) and covid-19 vaccine hesitancy in Rivers State as it is associated with sig-value of 0.000 which is less than 0.005 or 5%. The null hypotheses one, two and three that says source credibility, source expertise and source attractiveness have no significant relationship with covid-19 vaccine hesitancy in Rivers State were rejected and the alternative hypothesis that says source credibility, source expertise and source attractiveness significantly affect covid-19 vaccine hesitancy in Rivers State were accepted.

A constant value (alpha) of 5.103 which is the predicted value of the dependent variable (covid-19 vaccine hesitancy) when the predictor is set at 0 and the coefficient of source credibility (beta = 0.704), source expertise (beta = 0.293) and source attractiveness (beta = 0.486) given the size of effect it has on covid-19 vaccine hesitancy are 0.704, 0.293 and 0.486 respectively. The coefficient of determination (R^2) indicates that, dimensions of celebrity endorsement explains (76.2%) in the differences of covid-19 vaccine hesitancy, while the increasing degree in source credibility, source expertise and source attractiveness will increase covid-19 vaccine hesitancy by (0.873). The coefficient tells how much covid-19 vaccine hesitancy is expected to increase since it is positive when source credibility, source expertise and source attractiveness is increased by 1 unit. The t-statistic is the coefficient divided by its standard error. If 95% of the t-distribution is close to the mean than the t-value, then the coefficient will have a p-value of 5%. The p-value indicates that the independent variables measure the source credibility, source expertise and source attractiveness. The size of the p-value for coefficient says nothing about the size of the effect of that variable on the dependent variable, covid-19 vaccine hesitancy as it is possible to have a highly significant result for a miniscule effect. It also shows that the F-value which is the mean square model divided by the mean square residual yielded F=2.775. The result further shows that the test of source credibility, source expertise and source attractiveness on covid-19 vaccine hesitancy is significance at 0.000 p-value.

4.3 Discussion of Findings

i. Source credibility significantly and positively relates with covid-19 vaccine hesitancy

The outcome from the test of analysis identified source credibility (SC) as having a significant impact on covid-19 vaccine hesitancy. On this basis, the null hypothesis was rejected as the result revealed that there was a significant relationship between SC related activities and covid-19 vaccine hesitancy. The result showed that celebrity endorsement which involves SC contributed positively towards the degree to which covid-19 vaccine hesitancy can be tackled by government through her agencies. The findings reiterate the view of scholars such as Calkins (2021) and Kubowicz (2021).

ii. Source expertise has a significant and positive relationship with covid-19 vaccine hesitancy

Hypothesis two (Ho2) aim to examine relationship between source expertise and covid-19 vaccine hesitancy in Rivers State. Our analysis reveal positive relationship between variables and extends the existing literature by explicitly testing the relationships between SE and covid-19 vaccine hesitancy simultaneously within a mediation model. In particular, CE positively explained the relationship between SE and covid-19 vaccine hesitancy. This relationship corresponds with Koo et al. (2012), Lee and Koo (2015) and (Spry et al., 2011).

iii. Source attractiveness significantly and positively correlates with covid-19 vaccine hesitancy

Premised on the result evidence above, the relationship between source attractiveness (SA) and covid-19 vaccine hesitancy was also observed to be significant; with SA having a significant impact. As such the null hypothesis of no significant relationship was therefore rejected. This went further to indicate that SA contributed significantly as a predictor of covid-19 vaccine hesitancy. This result agreed with the work of Menon (2021) and Calkins (2021).

5.0 Conclusion

The subject point of this study was to establish the influence of CE on covid-19 vaccine hesitancy in Rivers State. The study considered three dimensions of CE – SC, SE and SA (independent variables) and covid-19 vaccine hesitancy (dependent variable). Analysis was done using multiple regression statistics. Based on the results from analysis, it is concluded that celebrity endorsement strongly and positively relates with covid-19 vaccine hesitancy in Rivers State as it creates a means of awareness about the vaccine which leads to citizens favorable disposition and assist government tackle the problem of hesitancy.

5.1 Recommendations

Based on the findings and conclusions, the following are recommended:

(i) Government should engage the services of celebrities/influencers in her quest to tackle the problem of covid-19 vaccine hesitancy in Rivers State.

(ii) Celebrities with expertise in the field of medicine and pharmaceuticals should endorse covid-19 vaccine as such expertise creates room for trustworthiness.

(iii) Government should regularly monitor the behavior, conduct and public image of the endorser to minimize or avoid possible negative publicity.

(iv) Celebrities who posses the expertise, credibility and are attractive enough should endorse covid-19 vaccine campaigns as they have the capacity to sway public opinion positively.

References

Abdul-Rashid, N., Jussof, K. & Kassim, K. (2009) Eco labelling perspective amongst Malaysian consumers. *Canadian Journal of social science 5 (2)* 1-10

Abubakar, F.M (2015) Behavioral intention to adopt point of purchase technology in Nigeria retail industry. *Thesis submitted to the school of business management,* University of Utara, Malaysia.

Addo, J.O (2016) Modification of the diffusion model as a result of new variant celebrity endorsement. *British journal of marketing studies 4(1)*1-2

Allport, G.W (1935) Handbook of Social Psychology. Murdison. Clark University Press Mass.

Arjen, I. (2002) Constructing the TPB questionnaire: Conceptual and methodological considerations. Retrieved from https://chuangepage.edu.tw/ezfiles/168/1168/attach/20/pta-411767688392-57138.

Asiegbu, I.F, Powei, D.M & Iruka, C. (2012) consumer attitude: Some reflections on its concepts, triology, relationship with customers behavior and marketing implications. *European Journal of business and management* 4.38-51

Audi, A., Masri, R. & Abazawi,K. (2015) The effect of celebrity endorsement on creating brand loyalty: An application on the Lebanese cosmetic sector demand. *Journal of business management and economics research 6(5)* 273-287.

Banughausen, T., Bloom, D.E, Cafiero-fonseca, E.T & Obrien, J.C (2014) Valuing vaccination. Proc national academy of science USA 111:12313-12319

Belch, G. & Belch, M. (1994) Introduction to advertising and promotion: An integrated marketing communications perspective. Irwn Homewood 189-192.

Belah, G. & Belch, M (2001) Advertising and promotion: An integrated marketing communication perspective 5th edition. Bosten, Mcgraw Hill higher education.

Biswas, D., Biswas, A. & Das, N. (2006) The differential effects of celebrity and expert endorsements on consumer Knowledge perceived congruency and product technology orientation. *Journal of advertising 35 (2)* 17-31.

Boone, I.E & Kurtz, D.L (2004) Contemporary Marketing. 11th ed, Austrailia: Thompson South Western

Boulding, W., Kalra, A., Staelin, R. & Zeithaml, V. (1993) A dynamic process model of science quality from expectations to bahavioural intentions. *Journal of Marketing Research* 30 7-27.

Calkins, T. (2021) Breakthrough Marketing Plans: How to stop wasting and start driving growth. Palgrove Macmillan. KSM.

Chisnall, P.M (1975) Belief, attiude, intention and behaviour: An introductory to theory and research reading. M.A Addison Wesley publishing.

Cooper, S., Betsch, C., Sambala, E.Z, Mchiza, N. & Wiysouge, C.S (2018) Vaccine hesitancy:A potential threat to achievement of vaccination programmes in Africa. Hum vaccination immunother 14: 2355-2357.

Cronin, J. & Taylor, S. (1992) Measuring service quality: A re-examination and extention. *Journal of Marketing* 56,55-68.

De figueredo, A (2020) Mapping global trends in vaccine confidence and investigating barriers to vaccine uptake: "A large scale retrospective temporal modelling study". The Lacet 396(10255)898-908

Demi, M.J, Buhi, A., Nother, J., Kliem, P. & Huber, B. (2020) Problem patients and physician failures what it means for doctors to counsel vaccine hesitancy patients in Switzerland. Social Science Med. 255:112946.

Dube, E., Vivian, M. & MacDonald, M.E (2015) Vaccine hesitancy, Vaccine refusal and the anti-vaccine movement: Influence impact and implications. *Expert Review Vaccine* 14:99-117

Edogan, B.Z (1999) celebrity endorsement: Literature Review. *Journal of marketing management*. *15(4)* 291-314.

Eytayo, S. (2017) Celebrity endorsement and consumer purchase intention of airtel customers in Abeokuta south local govt, Ogun state, Nigeria. *Published Masters Desertation.* Ileshan Remo.

Ghesla, C., Grieder, M. & Schimitz, J. (2019) Nudge for good? Choice defaults and spillover effect. Front psychology 10-178.

Kerch, D., Crutchfield, R.S & Balachey, E.L (1962) INDIVIDUALS in the society: New York: McgrawHill

Khale, L.P & Homer, P. (1985) Physical attractiveness of the celebrity endorser: A social adaptation perspective. *Journal of consumer research*. 11. 954-61.

Khong, K.W & Wu, Y.L (2013) measuring the impact of celebrity endorsement on consumer behavioural intentions: A study of Malaysian consumers. *International journal of sports marketing and sponsorship 14(3)*2-22

Kubowicz, C (2012) How to messages retweeted. *MIT Sloan Management review 61*.

Kutten, L., Zhu, X., Leppen, A.L, Ridegeway, J.L & Swift, M.D (2021) Evidence base strategies for clinical organizations to address Covid-19 vaccine hesitancy. Mayo Chin Proc 96: 699-707

Lallmahamood, M. (2007) An examination of individuals perceived security and privacy of the internet in Malaysia and influence of this on their intention to use e-commerce. Using the technology acceptance model. *Journal of internet banking and commerce 12 (3)* 1-26.

Macdonald, N.E (2015) Sage working group on vaccine hesitancy: Definition, scope and determinants 33:4161-4164.

Maggnini, D. & Cross, M. (2008) Understanding the use of celebrity endorsers for hospitality firms. *Journal of vocation marketing 16(1)* 57-59.

Martinez Bravo, J. & Stegmann, A.(2021) In vaccine we trust?. The effects of the CIA vaccine rise on immunization in Pakistan. Centre for economic and policy research. Discussion Paper. https://ssm.com/abstract=3795231.

Meenaghan, T. (1998) Ambush marketing: Corporate strategy and consumer reaction. *Psychology and marketing 15(4)* 305-322.

Menon, G. (2021) Can celebrity endorsement boost covid-19 vaccine uptake, www.stern.nyu.edu.

OECD (2017) Trust and public policy: How better governance can help rebuild public trust. OECD public governance reviews, Paris: https://doi.org/10.1787/9789264268920-en.

Ohanian, R. (1991) The impact of celebrity spokes-person perceived image on consumer intention to purchase. *Journal of advertising research* 31, 48-54.

Parasuraman, A., Zeithaml, V. & Beny, L. (1994) USA moving forward in service quality research: measuring different customer expectation levels, comparing alternative scales and examing the performance behavioral intentions link. Working paper report number 94-114. Marketing science institute Cambridge M.A.

Patzer, G.L (1985) Physical attractiveness phenomena, New York premium press.

Pringle, N. (2004) Celebrity Sells, Hamish Pringle.

Sage (2014) Working group on vaccine hesitancy final report 2014.

Salomon, M.R (2002) Consumer behavior: Buying, Having and Being, 5th ed. Prentice Hall. New Jersey

Schulman, K. (2021) How to achieve covid-19 vaccine adoption to open economy. Med.stanford.edu.https://www.nejm.org/doi/full/10.1056/NEJMMS2033790.

Sin, S., Nor, K.M & Al-Agaga, A.M (2012) Factors affecting Malaysian young consumers online purchase intention on social media website: Proceedia-Social and behavioural science 40(5) 326-333.

Speck, P.S, Schuman, D.W & Thompson C. (1998) Celebrity endorsement: Script schema and roles: Theoritical framework and preliminary test: *Advance in consumer research 15(1)* 69-79.

Till, B. & Shimp, T. (1998) Endorsers in advertising: The case of negative celebrity information. *Journal of Advertising 27(1)* 67-82.

Ukman, L. (1996) Evaluating ROI of a sponsorship program. *Marketing news 30(18)* 5-14.

Venkatesh, V., Sykes, T.A & Zhang, X. (2011) Just what the doctors ordered. Paper presented at the 44th Hawaii international conference on system science (HICSS)

WHO (2014) Global vaccine action plan 2011-2021

Zhu, G., Sangwam, S. & Lu, T.J (2010) A new theoretical framework of technology acceptance empirical investigation on self-efficacy based value adoption model. *Nanka business review international 1(4)* 345-372.

International Academy Journal of Management, Marketing and Entrepreneurial Studies

Volume 8, Issue 5, PP 108-122, ISSN: 2382-7446, January, 2022
Double Blind Peer Reviewed International Research Journal
asasubmitpaper@gmail.com

Data Mining and Organizational Performance of Deposit Money Banks in Rivers State, Nigeria

Dr. E. A. Bestman and Emionwele Odianosen, Evan

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

Abstract: *This study examined the relationship between data mining and organizational performance (Deposit Money Banks in Rivers State. The study utilized a cross-sectional research survey design. Primar source was sourced through structured questionnaire. The population for this study was the 22 depos money 22 banks in Port Harcourt. Preliminary investigations revealed that all the Deposit Money Bank have at least four (4) managers who are responsible for carrying different tasks. The entire populatio (census) of the 22 Deposit Money Banks in Rivers State. However, the study had 88 managers as the stuc respondents from the 22 deposit money banks. The reliability of the instrument was achieved by the use (the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using th Spearman's Rank Order Correlation Statistics. The findings revealed that there is a significant relationshi between data mining and organizational performance of Deposit Money Banks in Rivers State. The stuc thus concludes that data mining significantly influences organizational performance of Deposit Mone Banks in Rivers State. The study recommends that banks need to deploy data mining extensively in the processes, considering that banks have huge financial data on millions of customers. This prevents th volatility of having to rely on the structure of a file to present financial data to customers.*

Keywords: *Data Mining, Organizational Performance, Growth, Market Share*

INTRODUCTION

Increasing and intense competitiveness in the market has made performance the most important issue for profit and non-profit organizations for businesses. It comprises of three specific areas of firm outcome which includes financial performance, product market performance and shareholder return (Richard, Simon & Brut, 2009). It is very vital for managers to know which factors influence an organization's performance in order for them to take appropriate steps to initiate them. Performance guarantees the continuity of the organization to be competitive in a global market place. Organizational performance can be seen as a multi-dimensional construct consisting of more than simply financial performance (Baker & Sinkula, 2005). It describes the extent to which the organization is able to meet the needs of its stakeholders and its own needs for survival (Griffin, 2003). In this sense, performance depicts that an organization is achieving its mission and goals.

According to Tangen (2005), performance can be described as an umbrella term for all concepts that consider the success of a firm and its activities. Performance can refer to actual results/outputs of certain activities, how an activity is carried out, or an ability to achieve results. Atkinson (2012) defined performance as the achievement of results ensuring the delivery of desirable outcomes for a firm‘s stakeholders. Awino (2011) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Njihia, Obara and Mauti (2003) highlight performance measurement as one of the tools which help firms in monitoring performance, identifying the areas that need attention, enhancing motivation, improving communication and strengthening accountability.

Performance is equivalent to the famous 3Es, that is, economy, efficiency, and effectiveness of a certain program or activity (Perotti & Javier, 2007). Daft (2010) defined organizational performance as the organization's ability to attain its goals by using resources in an efficient and effective manner. Organizational performance is the ability of the organization to achieve its goals and objectives (Sok, O‘Cass & Sok, 2013) Performance can be assessed based on information obtained through primary resources or secondary resources. In general, performance can be measured taking into consideration two types of performance: financial performance and non-financial performance (Abu-Jarad, Yusof & Nikbin, 2010).

Increased globalization and fluidity of boundaries driven by the advent of technological advances has altered the economic definition of borders and distances (Audretsch, 2007). In the present age commonly referred to as the knowledge age, organizations are increasingly witnessing dynamic environments with change and evolution amongst the challenging contexts. Organizations are making every effort to achieve economic supremacy in addition to their endeavour to remain competitive in the global market through increased efficiencies and lean production (Forghani &Tavasoli, 2017). The advent of technology has availed unlimited sources of knowledge to practitioners and academia with pundits signalling the dawn of the knowledge age supplanting the industrial era. Organizations survive not based on the number of resources they have decided to engage to work for them but based on how productive those resources engaged are in the course of pursuing the organizational goals. Resources that are productive are said to be efficient. Efficient material and human resources create values. Values are created by surmounting challenges and solving problems (Bestman & Elekwachi, 2019). This has necessitated the need for data mining as a technique of business intelligence in enhancing firm performance and success.

Data mining is a powerful tool that can help to find patterns and relationships within our data. Data mining discovers hidden information from large databases (Vedanayaki, 2014). The overall goal of the data mining process is to extract information from a data set and transform it into an understandable structure for further use. Social networks can be used in many business activities like increasing word-of-mouth marketing, marketing research, general marketing, idea generation & new product development, co-innovation, customer service, public relations, employee communications and in reputation management (Esmaeil, 2015).

Previous studies have attempted to solve the problem of organizational performance using different variables. Ouma and Kombo (2016) examined the influence of Organizational Learning on Performance of Food Manufacturing Firms in Nairobi County, Kenya. Also, Karamat (2013) examined the relationship between Leadership and Organizational Performance a Case Study of D&R Cambric Communication. Eletu, Ukoha and Nwuche (2017) examined human capital development and corporate performance: a study of food and beverages firms in Port Harcourt. Furthermore, Tamunomiebi, Adim and Adubasim (2018) carried out a study on Telecommuting and Organizational Performance of Mobile (GSM) Telecommunication Companies in Port Harcourt, Nigeria. Uchendu, Anijaobi-Idem and Odigwe (2013) examined the relationship that exists between principals' conflict management and organizational performance in Cross River State, Nigeria.

Despite a large stream of empirical research that examined the concept of performance using various predictor variables, there has been relatively little empirical research re port that details how firms can strategically achieve performance using knowledge integration hence a knowledge gap exist. There, a knowledge gap exists and this study intends to empirically fill that gap by investigating the relationship between data mining and performance of Deposit Money Banks in Rivers State. The purpose of this study therefore was to examine the relationship between data mining and performance of Deposit Money Banks in Rivers State.
The study was guided by the following research questions:

i. What is the relationship between data mining and growth of Deposit Money Banks in Rivers State?
ii. What is the relationship between data mining and market share of Deposit Money Banks in Rivers State?

Figure 1: conceptual model for the relationship between data mining and organizational performance.

Source: Desk Research (2022)

LITERATURE REVIEW

Theoretical Foundation
Technology Acceptance Model
This theory was advanced by Davis (1989) who showed the relationship between the user's acceptances of new information system and their perception of the ease of use and the significance of using information system. It consists of two beliefs. These are the perceived

utilities and the perceived ease of application, and these two concepts determine the attitudes to adopt modern technology. These include the user's behaviour and their perception about the use of business intelligence systems.

Kim (2006) posit that Technology Acceptance Model (TAM) holds that there are a myriad of factors that affect and influence the decision by users on how and when they use information technology. TAM is aimed at determining the behaviors of users towards specific technologies by utilizing two factors namely perceived usefulness and perceived ease of use. The exponents of this theory have argued over two beliefs, which are the (perceived usefulness and perceived ease of use. Attitudes influence the intended use of business intelligence systems. In line with this study, the use of business intelligence systems has an influence on the way in which the firm manages its customers. Perceived usefulness is the degree to which an organization thinks that the adoption of business intelligence system will impact positively on organizational performance. Perceived ease of use is the effort that is expected of the organization to implement business intelligence systems.

Data Mining

According to Han and Kamber (2000) data mining refers to extracting of mining knowledge from large amounts of data. The term is actually misnomer. Remember that the mining of gold from rocks or sand referred to as gold mining rather than rock or sand mining. Thus, the data mining should have more appropriately named knowledge mining from data, which is unfortunately somewhat long. Knowledge mining, a shorter term may not reflect the emphasis on mining from large amounts of data. Nevertheless, mining is a vivid term characterizing the process that finds a small set of precious nuggets from a great deal of raw material.

Han and Kamber (2000) maintained that the major reason data mining has attracted a great deal of attention in information industry in recent years is due to the wide availability of huge amounts of data and the imminent need for turning data into useful information and knowledge. The information and knowledge gained can be used for applications ranging from business management, production control and market to analysis, to engineering design, medical and science exploration.

Data mining technique are designed to establish relationships and rules in a data warehouse and then create a report of these relationships and rules (Hevner & March, 2005). The process of data mining involves ascertaining the patterns, regularities and rules and generalizations of data resources. Knowledge from mining of data might be utilized to project an outcome of a decision or to describe a reality. The prediction that is produced by data mining utilize variables to forecast the outcome of a situation which is determined by graphing, tabling and developing formulas in line with the available data (Olszak & Ziemba, 2007).

The first concept associated with a large amount of data is "Data Mining". Data Mining (DM) is a process which discovers the patterns and relations within data by using many analysis tools and uses such patterns and relations for making valid estimations. The purpose of data mining is to create decision making models related with estimation of the future conducts based on the analysis of the past activities (Koyuncugil & Özgülbaş, 2009). DM can also be evaluated as the outcome of the natural development process of the information technologies. Very large scale data may be considered as a data mine which accommodates valuable data within their large scale databases in different fields. Data mining is defined as the process of producing meaningful information, which was unknown previously, based on such data (Albayrak & Yılmaz, 2009). Data mining is the process of revealing the previously undiscovered information based on various data maintained in data storages and using them for realizing the action plan. At this point, it is not a solution alone but is a tool which supports the decision making process to reach to the solution and which provides information required for solving the specific problem (Akgöbek & Çakır, 2009).

Applications of Data Mining

Data mining techniques have been successfully used for a wide range of real-world applications. Data mining applications are growing rapidly. The general wide range application of data mining in business functions of an organization includes the following;

Profiling Population: Developing profiles of high-value customers, credit risks, and credit card fraud. In-depth knowledge of customers and business partners helps an organization build a healthy business to business or business to customer relationship

Analysis of business trends: involves identifying the growth trend in the market. Understanding the trends of goods and services (either below or above average) will help an organization remain competitive.

Target Marketing: involves identifying customers (or customers segments) for promotional activity. Having a good relationship with a particular market segment will help boost the organization's productivity.

Customer retention and Churn Analysis: examining the behaviour of customers who have left for competitors to prevent remaining customers from leaving. Organizations, especially Telecommunication companies are interested in predicting the churning behaviour of their customers beforehand so that selective marketing strategies can be developed towards these groups to reduce churning rate (Berry and Linoff 2004).

Oluigbo *et al.* (2014) in their study aimed at reviewing the role that data mining plays on organization's growth or its level of productivity. Firstly, an introduction and the threefold goals of Data Mining are presented. Then we reviewed the kind of data that can be mined in an organization and the various techniques an organization can use in mining such data. The work was concluded with how and where data mining can be applied to boost productivity and growth, and the various advantages attached to implementing data mining projects in an organization.

Organizational Performance

The management of many firms are faced with the challenge to improve their performance and deal with the changing competitive arena (Waithaka, 2016). Firms have an important role in our daily lives, and successful firms are a key ingredient for developing nations like Nigeria. Academics and practitioners endeavor to understand and explain the differences in firm performance in the face of the complexity of the market, competitive pressures and uncertainties. Firms must be able to cope with the increasingly number of challenges from the business environment, in order to increase their ability to adapt (Gavrea, Ilies & Stegerean, 2011). The concept of performance of a business firm is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Alchian & Demsetz, 1972; Barney, 1995; Carton, 2004).

Firm performance is one of the most relevant constructs in the field of strategic management; a construct commonly used as the final dependent variable in various fields (Cho & Pucik, 2005; Richard, Derinney, Yip, & Johnson 2009). It is believed that the essence of performance is the creation of value, therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization (Monday, et al,, 2015). Continuous performance is the focus of any organization because only through performances are organizations able to grow and survive (Gavrea, et al., 2011). A business organization could measure its performance using the financial and non-financial measures.

Organizational performance is defined as an analysis of a company's performance as compared to goals and objectives (Jamrog, 2002). Within corporate organizations, there are three primary outcomes analysed, financial performance, market performance and shareholder value performance (Adler, 2005). The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Carton, 2004). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Richard, Devinney, Yip & Johnson (2009) organizational performance encompasses three specific areas of firm outcomes, financial performance such as profits, return on assets and return on investment), product market performance such as sales, market share and shareholder return measure through total shareholder return and economic value added.

Organizational performance reflects how the organization understands the needs and expectation of customers (Slater & Naval, 1995 in Kabiru, Mocid & Norlena, 2012). Suleiman (2011) sees performance as the reflection of how the organization uses its resources in such a way that will ensure the achievement of its set objectives. While Stephen and Edith (2012) assert that performance determines the existence of an organization in the economy, Mackier (2008) in Stephen and Edith (2012) sees organizational performance as the effectiveness of the organization in fulfilling its purpose.

Measures of Employee Performance
Growth

The goal of most organization is profit maximization (Niresh & Velnampy, 2014). Profitability and growth involves the capacity to make benefits from all the business operations of an organization, firm or company (Muya & Gathogo, 2016). Growth usually acts as the entrepreneur's reward for his/her investment. As a matter of fact, growth is the main motivator of an entrepreneur for doing business. Growth is also used as an index for performance measuring of a business (Ogbadu, 2009). Growth portrays the efficiency of the management in converting the firm's resources to profits (Muya & Gathogo, 2016). Thus, firms are likely to gain a lot of benefits related increased profitability (Niresh & Velnampy, 2014). One important precondition for any long-term survival and success of a firm is growth. It is growth that attracts investors and the business is likely to survive for a long period of time (Farah & Nina, 2016). Many firms strive to improve their growth and profitability and they do spend countless hours on meetings trying to come up with a way of reducing operating costs as well as on how to increase their sales (Schreibfeder, 2006).

Market Share

Market share refers to the percentage of sales a company has in a specific market within a specific time period. Higher market share translates into higher profits. Gaining or building market share is an offensive or attack strategy to improve the company's standing in the market (Sarkissian & Schill, 2010). Market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that if the market expands, the leader gains more than the others. By the same token, a market leader - as defined by its market share also has to expand the market, for its own growth (Schnaars, 1998).

Most organizations measure growth based on the strength of its market share position it occupy in the industry. Accordingly, Koontz and Donnell (2003) viewed market share as a key indicator of the organizational growth. Hence, due to globalization Apple inc., a leading telecommunication company with branches all over the world has taken advantage of the trend to increase their market share by introducing and sales of sophisticated phones and gadgets. Market share of any organization is its portion of total sales as it relates to the industry it operates. For instance, if Apple inc. make a sales of 1 million worth of phone in a given year and the total worth of phones sold by telecommunication industry is 2 million; this implies that Apple inc. market share in the phone industry would be 50% of the total.

Furthermore, market share increases will enable firms to achieve greater economic of scale in product and service innovation, firm's revenue and improve its operations. Thus, shareholders are keen in monitoring the fluctuation of market share, because they are precursor of competitiveness of the firm's growth. In addition, Wikipedia attribute market share as representing the percentage of an industry or market's total sales that is earned by a particular company over a specified time period.

There are many different ways to increase market share; companies usually use a combination of strategies. Sometimes something as basic as increasing advertising can have huge effects, as can adjusting pricing. Breaking products into groups and targeting them at specific demographics can also increase this percentage, as can making of complementary products. Another strategy is improving the product or service itself, which can attract customers from competitors, though this can be difficult, so many companies try to grow along with a growing market rather than trying to take business from the competition (Sliden, 2014).

Market share is a key indicator of market competitiveness; how well a firm is doing against its competitors. This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. It enables them to judge not only total market growth or decline but also trends in customers' selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm's product line, market share trends for individual products are considered early indicators of future opportunities or problems (Armstrong and Greene, 2007).

Business Intelligence and Organizational Performance

According to Wehrmann (2006) business intelligence system allows business activities to be a two-way communication between the organizations and its customers. Communication is based on the interests between both sides; companies seek to achieve profits, survive and grow while clients want value addition in goods and services offered. Success companies are those that integrate their business processes with the expectations of the customers. This is consistent to Kak (2008) who argues that organizations that adopt modern technologies easily win customers since they can be able to provide products and services that meet the needs of the customers.

Wehrmann (2006) found that business intelligence improves efficiency and operational performance, provides a platform where customers can share their experiences about the product and service offerings. Hannula and Pirttimaki (2003) posit that adoption and use of modern technology improves mutual relations between the customers and the organization. This is because technology is a powerful medium of establishing better contacts between the company's personnel and the clients as well as efficient management of the organization. Moldovan (2011) indicates that the possibility of direct and targeted relationship between the organizations and the customers leads to personalization. This built and strengthens relationships between the organizations and the customers.

Ranjan (2010) contends that multi-channel form of communication provides for the establishment of more sophisticated and a two-way relationship making it more difficult to integrate data and create unique images of customers. Tanev and Bailetti (2008) opine that organizations that fail to integrate customer information do not know their customers hence are unable to tailor customer products and services to their needs. This is consistent to a study by who indicated that most firms that met customers' satisfaction invested highly in integrated customer information systems which assisted them to gather information about the customer needs. Williamson (2010) insists that failure to integrate data between the firm and the customers might lead to customer dissatisfaction since the organization may not be able to meet customer expectations. This makes customers to feel ignored and irrelevant to the company. For this reason, it is important that information about the customers to be stored in one place and made available to everyone in the organization (Reynolds, 2005).

From the foregoing discourse, the study hypothesized thus:

Ho_1: There is no significant relationship between data mining and growth of Deposit Money Banks in Rivers State.

Ho$_2$: There is no significant relationship between data mining and market share of work of Deposit Money Banks in Rivers State.

METHODOLOGY

The study utilized a cross-sectional research survey design. Primary data was sourced through a structured questionnaire. The population for this study was the 22 deposit money 22 banks in Port Harcourt. Preliminary investigations revealed that all the Deposit Money Banks have at least four (4) managers who are responsible for carrying different tasks. The entire population (census) of the 22 Deposit Money Banks in Rivers State. However, the study had 88 managers as the study respondents from the 22 deposit money banks. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics.

DATA ANALYSIS AND RESULTS

Table 1 Correlations Matrix for Data Mining and Performance Measures

			Data Mining	Growth	Market Share
Spearman's rho	Data Mining	Correlation Coefficient	1.000	.786**	.629**
		Sig. (2-tailed)	.	.000	.000
		N	75	75	75
	Task Accomplishment	Correlation Coefficient	.786**	1.000	.544**
		Sig. (2-tailed)	.000	.	.000
		N	75	75	75
	Timeliness of Work	Correlation Coefficient	.629**	.544**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	75	75	75

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

Source: SPSS 23.0 data Output, 2021

Table 1 illustrates the test for the two previously postulated hypotheses:

Ho$_1$: There is no significant relationship between data mining and growth of Deposit Money Banks in Rivers State.

From the result in table 1, it is shown that a strong positive relationship exists between data mining and growth of Deposit Money Banks in Rivers State. The *rho* value 0.786 indicates the strength and magnitude of this relationship which answers the research question one. Also, the relationship is significant at $p= 0.000 <0.01$, therefore, based on these empirical findings, the previously stated bivariate null hypothetical statement is hereby rejected and the alternate is accepted as the study finds that: There is a significant relationship between data mining and profitability in Deposit Money Banks in Rivers State.

Ho$_2$: There is no significant relationship between data mining and Market share in Deposit Money Banks in Rivers State.

From the result in table 1, it is shown that a strong positive relationship exists between data mining and Market share in Deposit Money Banks in Rivers State. The *rho* value 0.629 indicates the strength and magnitude of this relationship which answers the research question two. Also, the relationship is significant at $p= 0.000 <0.01$, therefore, based on these empirical findings, the previously stated bivariate null hypothetical statement is hereby rejected and the alternate is accepted as the study finds that: There is a significant relationship between data mining and Market share in Deposit Money Banks in Rivers State.

DISCUSSION

This study using descriptive and inferential statistical methods investigated the relationship between Business Intelligence and Performance in Deposit Money Banks in Rivers State, as well as the moderating role of Business knowledge. The findings revealed a positive significant relationship between Business Intelligence and Performance using the Spearman Rank Order Correlation tool and at a 95% confidence interval. The findings of this study confirmed that Business Intelligence has a positive and significant relationship with Performance. This reinforces previous studies by Wehrmann (2006) who found that business intelligence improves efficiency and operational performance, provides a platform where customers can share their experiences about the product and service offerings. This also is supported by the work of Hannula and Pirttimaki (2003) who posited that adoption and use of modern technology improves mutual relations between the customers and the organization. This is because technology is a powerful medium of establishing better contacts between the company's personnel and the clients as well as efficient management of the organization.
The first and second hypothesis sought to examine the relationship Data mining and Performance. Hence it was hypothesized that there is no significant relationship between Data mining and Performance. These hypotheses were tested using the Spearman rank order correlation technique. Data analysis revealed that there is a positive and significant relationship between Data mining and Performance. This finding is in line with earlier study by Oluigbo, *et al.* (2014) in their study aimed at reviewing the role that data mining plays on organization's growth or its level of productivity. Firstly, an introduction and the threefold goals of Data Mining are presented. Then we reviewed the kind of data that can be mined in an organization and the various techniques an organization can use in mining such data. The work was concluded with how and where data mining can be applied to boost productivity and growth, and the various advantages attached to implementing data mining projects in an organization.

Also, this study agrees with the works of Ceren, (2014), who took a study with 120 manufacturing business operations and 109 financial organizations acting in Istanbul Stock Exchange. In their study we obtained 142 questionnaires. Said questionnaires were answered by the accounting/financial managers of said organizations. The findings obtained in this study which aims to determine the levels of using data mining in financial information processes of the business operation active in Istanbul Stock Exchange manufacturing industry and financial organization sectors can be summarized as follows. As a result of the examination, it is found out that the awareness level of the data mining technology is low despite being prepared for such technology. The results indicate that data mining technology may have a positive effect on FIS performance. It is concluded that the ability to use data mining is an important criteria for a good FIS.

CONCLUSION

The idea which necessitated this study was to examine the relationship between business intelligence and performance of Deposit Money Banks in Rivers State. From the data generated and analyzed, it was empirically discovered that there is a strong positive and significant relationship between business intelligence and performance of Deposit Money Banks in Rivers State. Based on results and the findings of the present study, our study revealed that as data mining, data warehouse and online analytical processing increases, it increases the performance of deposit money banks in Rivers State.

RECOMMENDATIONS

i. Banks need to deploy data mining extensively in their processes, considering that banks have huge financial data on millions of customers. This prevents the volatility of having to rely on the structure of a file to present financial data to customers.

REFERENCES

Abu-Jarad, I.Y., Yusof, N., & Nikbin, D. (2010). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science,* 1, 26-46.

Akgöbek, Ö. & Çakır, F. (2009). Veri Madenciliğinde Bir Uzman Sistem Tasarımı, Akademik Bilişim 09 - XI. Akademik Bilişim Konferansı Bildirileri Şubat 2009 Harran Üniversitesi, Şanlıurfa.

Albayrak, A. S. & Yılmaz, K. Ş. (2009). Veri Madenciliği: Karar Ağacı Algoritmaları ve IMKB Verileri Üzerine Bir Uygulama. Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 14 (1)

Alchian, A., & Demsetz, H. (1972). Production, information costs, and economic organization. *American Economic Review*, 62, 777-795.

Armstrong, J. S. & Greene, K. (2007). Competitor-oriented objectives: The myth of market share, *International Journal of Business,* 12, 117-136

Atkinson, M. (2012). *Developing and using a performance management framework: a case study. Measuring Business Excellence, 16(3), 47–56.*

Audretsch, D. B., (2007). Entrepreneurship capital and economic growth. *Oxford Review of Economic Policy*, 23(1), 63-78.

Awino, Z. B. (2011). An empirical investigation of selected strategy variables on firms performance: A study of supply chain management in large private manufacturing firms in Kenya. *Prime Journal of Business Administration and Management (BAM),* 1(13), 101-113.

Baker, W. E. &Sinkular, J. M. (2005). Market orientation and the new product paradox. *Product Innovation Management*, 22(6), 483-502.

Barney, J. (1995). Looking inside for competitive advantage. *Academy of Management Executive,* 9(6), 49 - 61.

Berry, M. & Linoff, G. (2004). Data Mining Techniques for Marketing, Sales, and Customer Relationship Management (2nd ed.). Indianapolis: Wiley Publishing Inc.

Bestman, A. E., & Elewachi, H. N. (2019). Business intelligence system strategies and organizational success in Public Hospitals in Rivers State, Nigeria. *European Journal of Business and Innovation Research,* 7(2), 1-21

Carton, R. B. (2004). Measuring Organizational performance: An Exploratory Study. A Published Ph.D Dissertation of the University of Georgia, Athens, Georgia.

Cho, H., & Pucik, V. (2005). Relationship between innovativeness, quality, growth, profitability, and market value. *Strategic Management Journal*, 26(6),555-575.

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. MIS Quarterly, Minneapolis (MN), 13(3), 319-339.

Eletu, I. S., Ukoha, U., & Nwuche, C. A. (2017). Human capital development and corporate performance. A study of food and beverages firms in Port-Harcourt, *International Journal of Advanced Academic Research, Social and Management Sciences*, 3(6), 63-82.

Esmaeil Fakhimi gheshlagh mohammad beig (2015). Data mining techniques for web mining: A Review. Applied mathematics in Engineering. *Management and Technology*, 3(5), 81-90.

Farah, M. & Nina, S. (2016). Factors Affecting Profitability of Small Medium Enterprises (SMEs) Firm Listed in Indonesia Stock Exchange. *Journal of Economics, Business and Management*, 4(2), 132-137

Forghani, M. A., & Tavasoli, A. (2017). Investigating the relationship between knowledge management dimensions and organizational performance in lean manufacturing. *International Journal of Management, Accounting and Economics,* 4(3), 218-225.

Gavrea, C., Ilies, L., & Stegerean, R. (2011). Determinants Of Organizational Performance: The Case of Romania. Management & Marketing Challenges for the Knowledge Society, 6, (2) 285-300

Griffin, E.A. (2003). *A first look at communication Theory (5 ed.).* Boston: McGraw-Hill.

Han, J. & Kamber, M. (2000). Data mining: concepts and techniques (Morgan-Kaufman Series of Data Management Systems). San Diego: Academic Press.

Hannula, M. & Pirttimaki, V. (2003). Business intelligence empirical study on the top 50 Finnish companies, American Academy of Business, 2, 2,593-9.

Hevner, A. R., & March, S. T. (2005). Integrated decision support systems: A data warehouse perspective. doi:10.1016/j.dss.2005.05.029

Jamrog, J. (2002). Employee Diversity; Evaluating the Impact of Diversity on Organizational Performance. St. Petersburg, FL

Kak, A. (2008). Business intelligence and customer loyalty of Australian banks in Kenya, A review, *Global Journal of flexible systems management*, 2 (1), 34-35

Karamat, U. (2013). Impact of leadership on organisational performance. University of Applied Sciences. (Thesis - PhD).

Kim, S.W. (2006). Effects of supply chain management practices, integration and competition capability on performance, Supply Chain Management: *An International Journal,* 11, 3,241-8.

Koontz, H. & Donnell, C. (1993). Introduction to Management. New-York: McGraw-Hill.

Koyuncugil, A. S. & Özgülbaş, N. (2009). Data Mining: Using And Applications In Medicine And Healthcare. *Journal of Information Technology*, 2(2): Newyork Stock Ehxchange Stock Watch.

Moldovan, D. (2011). Business intelligence: data mining in European manufacturing firms, *Journal of Business Intelligence and Information Communication*, 22(10), 465- 466

Monday, J. U., Akinola, G. O., Ologbenla, O., Aladeraji, K. O. (2015). Strategic Management and Firm Performance: A Study of Selected Manufacturing Companies in Nigeria, *European Journal of Business and Management,*7(2), 2222-1905.

Muya, T. W. & Gathogo, G. (2016). Effect of Working Capital Management on The Profitability of Manufacturing Firms In Nakuru Town, Kenya. *International Journal of Economics, Commerce and Management*,1(4), 1082-1105.

Niresh, J. A. & Velnampy, T. (2014). Firm Size and Profitability: A Study of Listed Manufacturing Firms in Sri Lanka. *International Journal of Business and Management*, 9, 57-64.

Njihia, M., Obara, M. &Mauti, M. (2003). The critical success factors and challenges in e-procurement adoption among large scale manufacturing firms in Nairobi. Kenya. *European Scientific Journal,* 9(13), 375-401.

Ogbadu, E. E. (2009). Profitability through effective management of materials. *Journal of Economics and International Finance*, 1(4), 99-105.

Olszak, C. M., & Ziemba, E. (2007). Approach to building and implementing business intelligence systems. *Interdisciplinary Journal of Information, Knowledge and Management*, 2, 135-148. Retrieved from http://www.ijikm.org/Volume2/IJIKMv2p135-148Olszak184.pdf

Oluigbo I. & Nwakanma, I. (2014). A Review of Data Mining as a Tool for Organization s Growth and Productivity, *International Journal of Computer Science and Mobile Computing*, 3(9),

Ouma, R., & Kombo, H. (2016). Effect of organizational learning on organizational performance of food manufacturing Firms in Nairobi County, Kenya, *European Journal of Business and Management*, 8(30), www.iiste.org ISSN 2222-1905

Perotti, E. C. & Javier, S. (2002). Last bank standing: What do I gain if you fail? *European Economic Review, Elsevier,* 46(9), 1599-1622.

Ranjan, J. (2010). Business Intelligence: Concepts, Components, Techniques and Benefits, *Journal of Theoretical and Applied Information Technology*, 1-11.

Reynolds, C. (2005). Information systems for managers, West Publishing Co

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: towards methodological best practice. *Journal of Management,* 35(3), 718-804.

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: towards methodological best practice. *Journal of Management,* 35(3), 718-804.

Sarkissian, S., & Schill, M. (2010). Cross-listing waves. Munich Personal RePEc Archive, Paper No. 27545. Retrieved from http://mpra.ub.uni-muenchen.de/27545

Schnaars, S. P. (1998). *Marketing strategy (Illustrated ed.).* New York: Simon & Schuster.

Schreibfeder, J. (2006). Inventory Management: Analyzing Inventory to Maximize Profitability. Effective Inventory Management, Inc

Slater, S. & Narver, J. (1995). Marketing Orientation and the Learning Organisation", *Journal of Marketing*, 59(3), 63-74

Sok, P., O'Cass, A., & Sok, K. M. (2013). Achieving superior SME performance: Overarching role of marketing, innovation, and learning capabilities. *Australasian Marketing Journal (AMJ),* 21(3), 161-167.

Steven, N. M. N. & Edith, A. O. (2012). A study of the practice of the learning organisation and its relationship to performance among Kenyan commercial banks. Problems of management in the 21th Century. *Journal of Management*, 2, 22 – 28. http://www.jstor.org/stable/256408

Tamunomiebi, M. D.,Adim, C.V., & Adubasim, E.I. (2018). Telecommuting and organizational performance of mobile (GSM) telecommunication companies in Port Harcourt, Nigeria. *British Journal of Economics, Finance and Management Sciences,* 16(1), 99-112.

Tanev, S. & Bailetti, T. (2008). Competitive intelligence information and innovation in small Canadian firms, *European Journal of marketing*, 42, 7/8,786-803

Tangen, S. (2005). Demystifying performance and productivity. *International Journal of Productivity and Performance Management*, 54(1), 36-46

Uchendu C. C., Anijaobi-Idem, F. N., & Odigwe, F. N. (2013). Conflict management and organizational performance in secondary schools in Cross River State, Nigeria. *Research Journal in Organizational Psychology & Educational Studies*, 2(2), 67-71

Vedanayaki, M. (2014). A study of data mining and social network analysis. *Indian Journal of Science and Technology*, 7(S7), 185–187.

Waithaka, P. (2016). Competitive Intelligence Practices and Performance of Firms listed on the Nairobi securities Exchange, Kenya, *European Scientific Journal*, 12, (19), 107-126.

Wehrmann, A. (2006). Organizational characteristics and information systems planning, *Information and Management*, 26, 327-340.

Wiliamson, A. (2010). Social networking and spending: Outlook; Accessed from, http://www.emarketer.com/ reports/All/ Emarketer_2000621.aspx. (01, 29, 2010)