



Academic Scholars Publishing League (ASPL)

ISSN: 2360-9944 | Volume 9 Issue 1 | January - September 2021

www.arcnjournals.org

International Journal of Management Sciences



Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
Special Edition
ASPL Journal Series

ISSN: 2360-9944. Volume 9, Issue 1, January to September 2021



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Published by: International Academic Journal for Global Research (iajgr), 995 E Memorial Boulevard Lakeland Florida, U.S.A. and printed by Africa Research Corps Printers, 172 Jose Marti Crescent, Abuja, Nigeria

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Worker Affective Commitment in Health Planning Process: A Historical Excursion 1960 – 2018

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Abstract: *This paper shows the importance of Worker Affective Commitment (WAC) in health planning process to ensure the development of implementable plans in Nigeria. Past developmental plans have not met set goals due to among others lapses of the worker (planning officer) which could be eliminated if the worker is affectively committed to organization. It examines plans developed from 1960 to 2018 and the planning process discussed in the following levels & stages: Level A (Strategic Level) Analysis Stage& Design Stage. Level B (Operational Level Implementation Stage. The paper is theoretical and discussed reasons for health planning process failure; arguing that, challenges can never be ruled out in planning but strategic actions can be taken to overcome them and achieve desired organization goals during the planning process by workers with inherent affective commitment. In conclusion it is stated that the application of worker affective commitment in planning process has a significant influence in the development of an implementable health plan. It is to be noted that several research have confirmed organizations meeting required goal through workers application of affective commitment. The paper recommends that the health organization endeavour to formulate policies to: Initiate use of adequate techniques for recruitment and selection as well and design initial experiences that encourage new members to learn and accept the values of the organization. It also encourages job-specific training for workers, planning officers in particular & Create conditions that would engender worker affective commitment to assigned duties and responsibilities.*

Keywords: *Worker Affective Commitment, Health Planning Process*

1.0 INTRODUCTION

Every organization undertake planning to work out the best ways of securing chosen goals. Health is on the concurrent list which empowers the Federal, State and the Local Governments to legislate on health matters. The health sector (organization) of the Nigeria Economy is statutorily established to, as much as possible, make health care accessible to all and sundry irrespective of geographical location and at an affordable cost to enable all Nigerians the opportunity to attain the desirable goal of an acceptable level of health as well as afford every individual a life that is socially and economically productive (Enabulele, 2013; Aileron, 2019).

Nigeria has invested in the development and implementation of several national development plans given rise to the: First National Development Plan 1962-1968, The Second National Development Plan 1970-1974, The Third National Development Plan 1975-1980, The Fourth National Development Plan 1981-1985, The Fifth National Development Plan and One Year Economic Emergency Programme 1986, The National Economic Empowerment and Development Strategy (NEEDS) 1999-2007, The National Strategic Health Development Plan (NSHDP) 2009-2015, and National Strategic Health Development Plan II (NSHDP II) 2018-2022. With the NSHDP II, it is believed that Nigeria is well positioned to pursue the attainment of Universal Health Coverage and the goal of Health for All Nigeria Populace at all Ages, in consonance with SDG 3 goal. But among others the steadfast commitment of health workers is expected to meet required goals. (Aileron, 2019; Philip, 2019; Adewole, 2018).

Various plans were developed through a planning process discussed at two levels in stages and steps as follows: Level A (Strategic Level) Stage One - Analysis stage. Step 1 - Situation and problem analysis. Step 2 - Development of objectives. Step 3 - Selection of objectives. Stage Two - Design stage. Step 1- Logical framework (logframe) matrix. Step 2 - Activity selection. Step 3 - Resource planning. Step 4 - Developing a monitoring system. Level B (Operational Level) Step 1 – Activity Schedule. Step 2 – Budgeting and resource planning. Step 3- Implementation. Step 4 – Monitoring. Step 5 – Evaluation (Aileron, 2019; Omoleke, & Taleat, 2017).

With the implementation of the NSHDP I some progress has been made, but the desired results were not achieved. Reason being that some plans were developed to fail from the start, lack of commitment of the workers involved in health policy formulation, planning, implementation and monitoring, policies formulated, lack proper co-ordination neither are they related to any economic target, inadequate involvement of health professional associations and communities in the planning, implementation, monitoring and evaluation of health policies, programs and projects; as well as in budget monitoring, poor co-ordination, integration and implementation of health policies, programs, projects and donor support, poor Health Human Resource (HHR) Development Plans and Reward System in the health sector, including poor remuneration, poor working conditions and poor motivation of the health workforce, plans having numerous and nebulous activities amidst lack of resources and setting of unrealistic goals. All being responsibilities of the worker (planning officer). (Adewole, (2018; Omoleke and Taleat (2017; Enabubele, 2013; Aileron, 2019).

Careful consideration of the above reasons reveal a lapse in the responsibility of the worker (the planning officer). This is buttressed by the fact that the Adewole (2018) in recognizes lack of commitment of the health worker and calls for steadfast commitment of health workers. Worker commitment has over the past decade become a topic of increasing importance in industrial/organizational psychology and the employment of committed workers in high demand particularly in planning. Health planning process is rigorous, complex and highly technical that requires a worker (planning officer) with element of affective commitment to undertake.

Despite the particular reference to worker affective commitment as an important feature within the framework of the organization (Shahid & Azhar, 2013; Mercurio, 2015), little has been done within the context of health planning with regards to the role of worker affective commitment in the health planning process. This is in view of the noted advantages and possible positive impact such forms of commitment have in driving organizational goals and achieving organizational targets. The objective of this paper is therefore to examine the historical excursion of health plan development in Nigeria and the planning process, the effect of plan implementation, worker affective commitment, application of worker affective commitment to health planning process in relation to goal identification, goal acceptance and goal pursuance, development of worker affective commitment, draw conclusions and make recommendations.

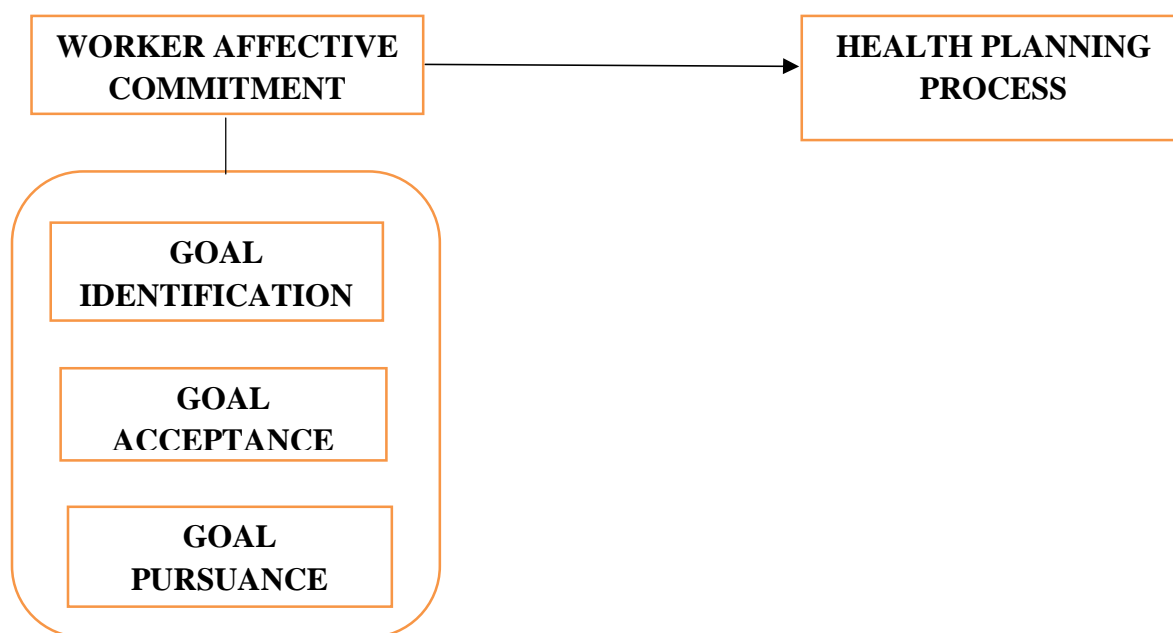


Fig. 1: Conceptual framework of health planning process

Source: Desk Research, 2019

2.0 LITERATURE REVIEW

2.1 Health Plan Development in Nigeria

Organizations undertake planning to work out the best ways of securing chosen goals. Through planning organizations set goals to guide and provide clear focus for management and workers for programme implementation. (Mckay, 2001). Setting goals that

challenge everyone in the organization to strive for better performance is one of the key aspects of the planning process.(Hill, 2019). Hence organizations aim at analysing roles and relationships so that collective effort can be explicitly organized to achieve some specific ends (goals). (Tamunomiebi, 2002).Healthplan development is of interest hence discussed.

Health is on the concurrent list which empowers the Federal, State and the Local Governments to legislate on health matters. The health sector (organization) of the Nigeria Economy is statutorily established to, as much as possible, make health care accessible to all and sundry irrespective of geographical location and at an affordable cost to enable all Nigerians the opportunity to attain the desirable goal of an acceptable level of health as well as afford every individual a life that is socially and economically productive. (Omoleke & Taleat, 2017).In view of this, the Nigerian government has from 1960 (Independence), invested in the development and implementation of various plans that guaranteed the productivity and wellbeing of all Nigerians.(Okoli, 2019).The subject matter here is the development of implementable health plans as such the desired goal.

The historical excursion of development plans in Nigeria started from 1962 with the First National Development Plan 1962-1968. The process has continued with: Second National Development Plan 1970-1974, The Third National Development Plan 1975-1980, The Fourth National Development Plan 1981-1985, The Fifth National Development Plan. A One Year Economic Emergency Programme followed in 1986 and The National Economic Empowerment and Development Strategy (NEEDS) 1999-2007. (Okoli, 2019). These were adapted in the health sector accordingly and thereafter, The First National Strategic Health Development Plan (NSHDP I) 2010-2016, and Second National Strategic Health Development Plan (NSHDP II) 2018-2022 currently running were developed. (Researcher, 2019).

The Adewole (2018) in the narrative to the NSHDP II states that, it provides the Health Sector Medium Term roadmap to move the country towards the accomplishment of 2016 National Health Policy goals and objectives, the current policy. The plan was designed to: (a) Guide national and subnational governments on health sector priorities they need to focus on.(b) Address lingering and emerging health sector challenges. (c) Offer great opportunity to consolidate on the gains made and to incorporate lessons learned from implementing the first NSHDP to ensure better health outcomes for Nigerians by 2022. (d) Ensure among other things, collective achievement of better cohesion that guarantees greater participation, ownership, sustainability and full implementation of the Plan at all levels of government including communities, a bottom-up approach geared towards the realization of desired goal of ONE FRAMEWORK, ONE PLAN AND ONE M&E for the Nigerian health sector.

Furthermore, the NSHDP II builds upon the successes and challenges of the first NSHDP implemented over the past 6 years and it is believed that Nigeria is now well positioned to pursue the attainment of Universal Health Coverage and the goal of Health for All Nigeria Populace at all Ages, in consonance with SDG 3 goal. It is therefore required that all health stakeholders including health professionals, civil society groups, development partners and

others work together with the States and Federal Governments to achieve the goals of the NSHDP II. And, expected that with unwavering political commitment of the government, the engagement and ownership of the health programmes by all, active community participation, the steadfast commitment of health workers, and the support of our development partners and other stakeholders, the NSHDP II goals will be met. From the foregoing, we appropriate expected “steadfast commitment of health workers” to the health planning officer whose job description and saddled responsibility as specified by Obe (2000) among others include: (a) Taking responsibility for development planning. (b) Undertaking general planning duties. (c) Assisting in examining planning policies. (d) Formulating planning policies. (e) Initiating projects and programmes. (f) Undertaking policy formulation and analysis and project evaluation. (g) Plan monitoring, control, co-ordinating and other related functions. (h) Participating in initiating the review of planning policies and programmes. (i) Advising on matters relating to planning policies and programmes (j) At state level, liaising with Federal and other states’ Planning Agencies and related private and public bodies. (k) Advising Government on Planning Policies and related matters, etc.

Health plans are developed through a rigorous, complex and highly technical planning process coordinated by the worker (planning officer), that runs concurrently across the 36 states of the federation and centrally controlled by the Federal Ministry of Health with specific guidelines. The process is discussed at two levels; Level A (Strategic and Medium Term Plan) controlled at national level and Level B (Workplan or Operational Plan) controlled at state level in stages and steps as described by International Federation of Red Cross and Red Crescent Society (2010).

2.2 Health Planning Process

Level A (Strategic Level)– Is a process that prepares Strategic Plan – Long Term Plan (above 5 years period) and Medium Term Plan (5 years period).

2.2.1 Stage One – Analysis stage.

Step 1 - Situation and problem analysis– This involves identifying the main strengths, interests, needs, constraints and opportunities of the implementing team and of key stakeholders and identifying the problems that need to be solved and their causes and consequences.

Step 2 - Development of objectives– This involves developing objectives based on the identified problems and verifying the cause-effect relationships.

Step 3 - Selection of objectives– This involves identifying the different options available to achieve the main objective and determining which one the implementing team or agency is best suited to tackle.

2.2.2 Stage Two – Design stage.

Step 1- Logical framework (logframe) matrix– This involves refining the intervention’s objectives, identifying the assumptions, indicators and means of measuring them, and developing a summary of activities.

Step 2 - Activity selection– This involves determining and selecting activities through a prioritization process that involves ranking of activities, consideration of capacity to manage, expected resources etc. (Terwindt, (2016), also estimating their duration, setting milestones and assigning responsibilities.

Step 3 - Resource planning– This involves determining the inputs needed and budget on the basis of the activity schedule.

Step 4 - Developing a monitoring system – This involves developing a monitoring system for the intervention.

2.2.3 Level B (Operational Level) – Is the process that prepares workplan or operational plan (1 year period). It involves selecting annual activities and scheduling in the annual budget estimates for appropriation and release of funds by the government in preparation for implementation.

Step 1 – Activity Schedule – This is selection of annual activities from the strategic plan known as work plan or operational plan. It includes resource planning such as manpower (staff), materials/equipment, transport, training, etc

Step 2 – Budgeting – This is specification of budget input in annual budget estimates for budget appropriation for implementation by the government.

Step 3- Implementation - This is carrying out of scheduled activities appropriated in the annual budget estimate and the fund released.

Step 4 – Monitoring - This is monitoring of actual expenditure alongside the activity schedule.

Step 5 –Evaluation – This is assessment of the impact of the intervention through Joint Annual Review (JAR), Mid-Term Review (MTR) and End Term Evaluation (ETE). (International Federation of Red Cross and Red Crescent Society; 2010); Adewole, 2018).

2.3 The Effect of Plan Implementation

Commenting on effect of past plan implementation in Nigeria as observed by different authors, Adewole(2018) reports on the NSHDP that, some progress has been made, but the desired results were not achieved. Supporting, Philip (2019) observes that, despite series of plans implemented and the one currently running, Nigeria still faces the problem of attaining its development goal. Lawal and Oluwatoyin (2011) also comment that, in spite of series of development strategies put in place by successive governments, and sometimes with good

intentions, all attempts to generate meaningful development proved futile. Which make one to wonder if the previous development plans or strategies were bad in their context, or wrongly projected.

It has been observed that some plans were developed to fail from the start. According to Omoleke and Taleat (2017) the reasons include among others: (a) lack of commitment of the workers involved in health policy formulation, planning, implementation and monitoring. (b) Policies formulated, lack proper co-ordination neither are they related to any economic target. Also contributing, Enabubele (2013) noted other reasons to include: (a) Inadequate involvement of health professional associations and communities in the planning, implementation, monitoring and evaluation of health policies, programs and projects; as well as in budget monitoring. (b) Poor co-ordination, integration and implementation of health policies, programs, projects and donor support. (c) Poor Health Human Resource (HHR) Development Plans and Reward System in the health sector, including poor remuneration, poor working conditions and poor motivation of the health workforce. Aileron (2019) also noted plans having numerous and nebulous activities amidst lack of resources and setting of unrealistic goals. These are responsibilities of the worker (planning officer) specified above and believed to hinder attainment of health plan implementation desired goals.

Careful consideration of the above reasons reveal a lapse in the responsibility of the worker (the planning officer). This is buttressed by the fact that Adewole (2018) recognizes lack of commitment of the health worker and calls for steadfast commitment of health workers. In view of this, further discussion on health worker commitment becomes imperative. The need to focus on worker commitment was also drawn from views of other authors such as: Berry (2020) who argues that in the business planning process, commitment is essential. Plans need to be implemented, and implementation means commitment. Hussein (2018) observes that, in today's fast changing business environment, organizations are finding it difficult to function at optimum level. And, worker commitment is now considered a natural process for effective performance. Alipur, Arabani, Asad and Zareii (2013) recognize that human resources are the largest sources of managers and there isn't any mission in organization without the commitment and dedication of its workers. Shahid and Azhar, (2013) posit that, worker's commitment has been an important factor to determine the success of an organization. It has also acquired increasing demand as it aids the organizations to increase productivity and effectiveness. For no organization can execute at peak levels unless each worker is committed to the organization's goals and objectives and performs as an effective team member. The employment of good workers is thus demanding. Delobbe and Vandenberghe (2000) support that, worker commitment has over the past decade become a topic of increasing importance in industrial/organizational psychology. It follows that, worker commitment in the health planning process is very significant and its need in planning cannot be overemphasized.

2.4 Commitment

2.4.1 Commitment Defined

Commitment is defined as: A stabilizing or binding force (mind-set), which directs behaviour. (Wainwright, 2018). A stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function. (Shahid and Azhar, 2013). Worker commitment is defined by Irefin and Mechanic (2014), as the degree to which the worker feels devoted to their organization.

2.4.2 Components of Commitment

Commitment is expressed as affective, normative, continuance and calculative. The description of these components by different authors is given below.

Affective Commitment (AC)

Affective Commitment as described by different authors is: An emotional attachment to, identification with, and involvement in the organization. (Stinglhamber, Marigüe, Desmette, and Hansez, 2015). Also referred to as attitudinal commitment, is a psychological attachment to the organization that indicates the comparative potency of a worker's identification with the organization, such that the worker is willing to remain with the organization because he or she wants to do so. (Ahiauzu and Asawo, 2012). Also referred to as attitudinal or internalization and identification, is worker's emotional attachment and identification with the organization. In which workers continue with the organization because they want to do so and feel proud to be part of the organization, respecting its values and accomplishments. (Fornes and Rocco, 2004). How much workers want to stay at their organization. They identify with the organisational goals, feel that they fit into the organisation and are satisfied with their work. (Wainwright, 2018). An individual's personal emotional connection with the organization who is a passionate person, responsible for the members as a body to continue working in the organization. Workers who are committed on an emotional level to stay with the organization are doing so because, their personal working relationship is consistent with the mission and ethics of the organization. In general, affective organizational commitment is a unique system which identifies the extent an organization is associated with a worker. (Sundarapandiyan and Vinoth, 2015).

Normative Commitment (NC)

Normative Commitment as described by different authors is: Workers' responsibility for the job and thus makes them stay with the same organization. (Sundarapandiyan and Vinoth, 2015). Workers feeling a persuasive sense of obligation such that their willingness to stay with the organization is because they feel they ought to do so. (Ahiauzu and Asawo, 2012). A feeling of obligation to continue employment. (Stinglhamber, *et al*). How much workers feel they should stay at their organisation. They feel that leaving their organisation would have disastrous

consequences, and feel a sense of guilt about the possibility of leaving. (Wainwright, 2018).The work ethics and implicit responsibilities of the workers in their organizations. It can be explained as a sense of responsibility to continue work with a specific organization. The idea, internalized responsibility and commitment, allows workers continued membership which is appreciated by a specific organization. The normative element is seen as people who consider the moral commitment with the view of remaining within a specific organization, regardless of the amount of improvement in the state of completion the organization provides the individual over the years. (Sundarapandiyan and Vinoth, 2015).

Continuance Commitment (ConC)

Continuance Commitment as described by different authors is: Worker's commitment based on the value associated with their organization. (Sundarapandiyan and Vinoth, 2015).An awareness of the costs associated with leaving the organization. (Stinglhamber, *et al*2015).How much workers feel the need to stay at their organisation. The underlying reason vary, but the main reasons relate to a lack of work alternatives, and remuneration.(Wainwright, 2018).Worker's being committed to an organization because of extrinsic rewards like the positive results obtained through the effort-free deal to identify with the goals and values of the organization. This differs from affective commitment, in which individuals remain with an organization because they want to and because they are familiar with the organization and its principles. Continuance commitment can be considered as an attachment instrumental to the organization, where the association of the worker with the organization is based only on an assessment of the economic benefits obtained. The workers remain with a specific organization because of the money they earn as a result of time spent in the organization, and not because they want to. Also because they are attracted to other investments such as pension plans, retirement or the organization with specific skills. (Sundarapandiyan and Vinoth, 2015).Also referred to as Calculative Commitment is workers counting the cost of leaving an organization and base their judgment on whether to stay or live on the outcome of the cost benefit analysis. Therefore workers with strong continuance commitment remain with the organization, because they have to do so, either because of low perceived alternatives or because of personnel sacrifice associated with leaving the organization. (Ahiauzu and Asawo, 2012).

Calculative Commitment (CalC)

Calculative Commitment as described by different authors is:When workers are committed as a result of worker – organization – transactions and alternatives in side-bets over time. The workers become bonded to an organization because they have invested in the organization (for example, a pension plan) and cannot afford to separate themselves from it. (Ebikeseye, 2018).Also referred to as "Side-bet" or Continuance and Compliance, is the extent to which workers feel committed to their organization by virtue of the cost that they feel is associated with leaving it and their need to remain with the organization.(Fornes and Rocco, 2004).

Research carried out on the above components of commitment, identified affective commitment most effective in meeting organizational goals. As reported by Mercurio (2015), researchers over the past 20 years have agreed from their findings that: (a) affective commitment seems to serve as a historical and theoretical base for organizational commitment theories, (b) affective commitment may more strongly influence work behaviours than other components or proposed forms of commitment, and (c) affective commitment may be reasonably considered a core essence of organizational commitment. Fornes and Rocco (2004) posit that, the affective commitment approach provides a clearer and more focused scale of organizational commitment because the correlation between antecedents and affective measures are stronger than those measures of the calculated or continuance approach. Also, many existing measures of organizational commitment are attitudinal and the construct validity of affective commitment is supported while the construct validity of the other components are questionable.

The above views can be summed up as worker affective commitment being an emotional involvement of a worker to tasks, propelled by devotion, discipline, dedication and determination (The 4Ds) to achieve desired organizational goal because he or she wants to do so and not to return a favour or for some benefits and opportunity costs. It is our view that a worker who is affectively committed to the planning process described above would yield a better result than the other components, being that the affective element has an edge over others. Our aim is to improve the health planning process in an anticipation to achieving the desired government goal to develop an implementable plan.

It has so far been established that the planning process coordinated by the worker (planning officer) is rigorous, complex and highly technical and requires commitment of the worker. Recognising these, the Federal Government of Nigeria has called for the steadfast commitment of health workers. Commitment has different components but affective commitment provides a clearer and more focused scales of organizational commitment and assumed may more strongly influence work behaviours than other components (as argued by various authors above) hence considered most appropriate attitude for the health worker (planning officer) to coordinate the planning process. We believe that the elements of affective commitment in the worker (planning officer) would propel him or her to yield to organizational: Goal Identification, Goal Acceptance and Goal Pursuance in relationship to the planning process. (Research Desk, 2019).

2.5 Application of worker affective commitment to health planning process

The application of worker affective commitment to health planning process in relationship to goal identification, goal acceptance and goal pursuance is as described below.

Goal Identification

Pearsall (2002) defines goal identification as the act of aligning with something. That is, to regard oneself as sharing the same thinking as someone. In same manner the elements of

affective commitment propel the health worker (planning officer) to identify (share the same thinking) with the health organization goal to develop implementable health plan through the planning process. Affective commitment to goal identification as expressed by other authors include: Fornes and Rocco (2004) define affective commitment as the measure of strength of the worker's identification with the goals and values of the organization. D'souza and Poojary (2018) view affective commitment as a state in which a worker identifies with a particular organization and its goals and wishes to maintain membership in the organization. This affirms that the commitment of a worker can be identified when the worker identifies the goals of the organisation and wishes willingly to be part of the organisation. Grund and Titz (2018) posit affectively committed workers identify with their organization, since the values and goals of the organization go along with workers' perceptions. Wainwright (2018) relates affective commitment to how much workers want to stay at their organisation. They identify with the organisational goals, feel that they fit into the organisation, see the organization as part of them and are satisfied with their work. Ebikeseye and Dickson (2018) view affective commitment as the worker's emotional attachment to, identification with and involvement in the organization. They argue that, those with strong affective commitment continue employment with the organization because they genuinely want to do so. For, they see the organization as part of them. Mercurio (2015) views affective commitment as the emotional attachment to an organization as manifested by an individual's identification with, and involvement in, that organization. Sundarapandiyam and Vinoth (2015) view affective commitment as worker's emotional behaviour, identification, attachment and involvement with their organization. Kumari and Afroz (2013) argue that, workers who have high levels of organizational identification have enhanced feelings of belongingness to their organization and are more psychologically attached to it. It is a psychological connection to the organization as a whole including among others organization goals, vision, policies and procedures. Zep-Obipi and Agada (2018) posit that, it is the relative strength of an individual's identification with and involvement in a particular organization. Ahiauzu and Asawo (2012) state that, it is the identification with the goals and values of the organization which manifests as a craving to belong to the organization and the associated readiness to display effort on its behalf.

Goal Acceptance

Pearsall (2002) defines goal acceptance as the taking on a responsibility. Similarly, the health worker (planning officer) with element affective commitment take up the responsibility to coordinate the planning process to develop implementable health plan. This is affirmed by: Adekola (2012) who defines affective commitment as a strong belief in and acceptance of the organization's goals and values. Irefin and Mechanic (2014) consider it as the attitude of a strong belief in and acceptance of the organization's goals and values. D'souza and Poojary (2018) also consider it as a strong desire to stay in the organization, and accept major goals and values of the organization. Also believing and accepting the goals and values of organization and possessing and showing desire to be part of the organization. With affective commitment,

workers are motivated to remain in the organisation and be ready to accept higher goals and synchronize with the values of the organisation.

Goal Pursuance

Pearsall (2002) defines goal pursuance as, to formal the carrying out of something. Similarly, the health worker (planning officer) with element of affective commitment would formal (initiate and coordinate) the planning process to develop implementable health plan. Authors that support this view include: Ahiauzu and Asawo (2012) argue that, when organizational goal becomes clearer and acceptable to the workers, their consciousness is raised to pursue higher ideals for the long term benefit of the organization. This happens because organization goal becomes so real and motivating, such that individual goal and organization goal become seamlessly aligned; in which case the pursuance of organizational goal results in the attainment of individual goal. Alipur, *et al* (2013) posit that, successful managers know the power of commitment and believe that continuous pursuit of organizational goals is key to the success of their activities.

2.6 Development of worker affective commitment

From research findings Mercurio (2015) posits that, as management look to developing commitment as both business and talent management strategy, it is important to focus on practices that are in place to secure an emotional bond to the organization. Although many organizations may focus on benefits, salaries, positions, and career advancement structures as a means of developing commitment, they may be overlooking what research has found to be a possible antecedent to these elements: the affective, emotional bond workers have with their organizations. Agada and Zeb-Obipi (2018) posit that, the development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards. Organizational practices that can develop affective commitment include:

i **High-Commitment Human Resource (HR)** – HR practices that are grounded in the theories of organizational commitment can positively shape worker attitudes related to affective commitment to organizations. Also practices that focus on commitment positively affect worker perceptions of the organization, which can result in higher levels of affective commitment as well as increased organizational trust. The ability for workers to feel involved and aware of HR practices has also been found to contribute to elevating affective commitment levels

ii **Recruitment, Selection and Socialization** - When organizations use techniques such as rigorous and careful recruitment and selection, and design initial experiences that encourage new members to learn about and accept the values of a new organization, commitment is positively affected. Socialization practices that focus on organizational values and include positive role modelling at the management level has an effect on new members' affective commitment to the organization. Also, socialization practices that feature a high investment in organizational values and positive role modelling.

iii **Mentoring Social Networking** - Mentoring relationships have a positive effect on affective commitment for: (a) mentoring helps workers to personally identify with the organization, (b) mentoring assists with stress management, and (c) positive role modelling and relationships may foster better attitudes about work.

iv **Training and Development**– Training and development is a key ingredient in fostering affective commitment. It has been established that the investment in training and development that builds knowledge and skill translates into self-efficacy, self-esteem, and therefore worker affective commitment.

3.0 CONCLUSION

Applying affective commitment in health planning process allows full concentration and eliminate distractions that keep the health worker (planning officer) focused to undertake the rigours of the process to produce implementable health plan. The paper concludes that the application of worker affective commitment in planning process has a significant influence in the development of an implementable health plan. It is to be noted that several research have confirmed organizations meeting required goal through workers application of affective commitment.

4.0 RECOMMENDATION

In this vain, I recommend that, the health organization endeavour to formulate policies to:

- i. Initiate use of adequate techniques for recruitment and selection as well as design initial experiences that encourage new members to learn and accept the values of the organization.
- ii. Encourage job-specific training for planning officers
- iii. Create conditions that would engender worker affective commitment to assigned duties and responsibilities.

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Customers Perception of Corporate Philanthropy Activities of Firms in Nigerian Fast Moving Consumer Goods (FMCG)

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Abstract: *This study examines the customers' perception of corporate philanthropy (CP) activities on the performance of non-profit making organizations among selected FMCG in South West, Nigeria. The research design adopted was a cross-sectional survey design. The main instrument used for data collection was questionnaire. The population consisted of 1,423 staff of the three randomly selected FMCGs (Unilever, P&G, Nestle) in the South West Nigeria. A total sample size of 555 was drawn from the population. The hypothesis formulated was tested using Friedman chi-square statistics. The finding indicates that corporate philanthropy enhanced positive customers' perception of FMCG in South East, Nigeria. It was advised that FMCGs CP should ideally be driven by strategic considerations. This is not to dismiss the other motivations for corporate philanthropy. Hence, the altruistic motives which expect nothing in return for a philanthropic gift other than social advancement should dominate the thinking in consumable goods firms*

Keywords: *Corporate Firms, FMCG, Corporate Philanthropy, Altruistic Motives*

INTRODUCTION

The concept of corporate philanthropy is best explained by understanding its assemblance of the meaning of its two concepts: 'corporate' and 'philanthropy'. First, corporate is defined as a public entity organized around a central theme driven by a collectivist culture of economic, legal, and social purpose. Secondly, philanthropy is defined as a means by which public organizations externally exhibit corporate social responsibility – widely defined by a myriad of

scholarly authors (Carroll, 1979; Gan, 2006; Halme & Laurila, 2009). Moreover, the term simply put is the love of his fellow men. Philanthropy, from a perspective of business is through the lens of the social sector (Collins, 2009). Alternatively, according to Gan (2006), “Philanthropy, by its definition and in its early forms, assumes a certain degree of altruism and magnanimity”. This oft is referred to as “generosity of spirit” which creates a dichotomy for corporations today.

Corporate Philanthropy (CP) by its very definition creates the sense of social responsibility with no strings attached. Corporate philanthropy is a phenomenon which associates the business sector with the social sector. Social historians and researchers see CP as a subset of a larger corporate social responsibility (CSR). Philanthropy provides an opportunity for corporations to establish an ethical and moral mantra within the organization (Gan, 2006; Madrigal & Boush, 2008). An organization is comprised of people who assume the responsibility of cultivating and maintaining a culture supportive of philanthropy and its range of objectives. Successful philanthropy – achieving the goal is as vital to an organization as the “core business” (Bruch & Walter, 2005). Philanthropic initiatives are complex and thus need to be developed, communicated, implemented, monitored, and lastly sustained, in order to guarantee its viability as a strategic tool.

Firms utilizing philanthropic initiatives as part of an overall market development strategy must not look for an absolute monetary return, but to a certain extent a *balance of returns* comprised of social, ethical, and financial measures (Lockett, Moon, & Visser, 2006). Berger, Cunningham, and Drumwright (2007) furthered this notion and professed, CSR “does appear to make business sense for some, but not all companies”. Notwithstanding, firms can use philanthropy as a means to an end through an ethical, enterprise-wide, and cogent focus.

Velasquez (2006) explains that pundits sometimes believes that *business ethics* is a contradiction in terms because there is an inherent conflict between ethics (philanthropic based) and self-interested pursuit of profits. Davidson (1994) further asserted strategic philanthropic such as the charitable giving is not intended to replace ethical corporate performance. Corporations seemingly have a duty to align themselves with philanthropic causes in a strategic investing behavior – with an eye on charitable good and the hope (or intent) of some business return. Burch and Walter (2005) reported two distinct categories of corporate philanthropy. “Marketing orientation” which represents the external strategies and tactics employed which are readily focuses on the customer and other stakeholders who place demands and expectations on the firm. Alternatively, “competence orientation” suggests the need for internal strategies and assessments to ensure alignment of corporate philanthropic initiatives with their companies’ abilities and core competencies. Each of these orientations provide support to the theory of multiple factoring in that a value proposition is more than simply a customer focusing mantra.

Specifically, the use of CP has been one of the strategies adopted by many profit making organizations with most not-for-profit making organizations undermining its roles. In this study, evaluation is made on the perception that customers have on the corporate philanthropy activities of fast moving consumer goods organizations in Nigeria.

REVIEW OF LITERATURE

The Concept of Corporate Philanthropy

Derived from the Greek “philanthropos” and Latin “philanthropia”, the term “philanthropy” literally translates as “love of humanity”, or “useful to mankind”.² First coined by the fifth century BC playwright Aeschylus in *Prometheus Bound*, the modern concept of philanthropy took shape in the eighteenth and nineteenth centuries, and became a very fashionable activity among British and American traders and entrepreneurs. However, Wells (1998) claims that the first American philanthropists were actually Native Americans, as demonstrated by the value placed on concern for the common good within their cultures.

Ricks and Peters (2013) state that individuals, rather than firms, originally engaged in philanthropic activities. However, this situation changed following a 1954 Supreme Court ruling (*Smith Manufacturing v Barlow*) which removed the legal restrictions for corporate philanthropy. The legal restrictions at that time reflected public and corporate sentiment, which suggested that the firm’s primary social responsibility was to increase shareholder wealth through profit maximization. Often implemented as a component of corporate social responsibility (CSR) programs, corporate philanthropy (CP) today is a way for businesses to give back to local, national or even international communities, via charitable donations to nonprofit organizations. This “giving back” can take the form of financial (cash) donations or non-cash contributions such as time, expertise, or tangible (in-kind) goods.

Morris (2013) suggest that there are two key types of CP: conditional charitable support based on purchases or a percent of pre-tax profits; and an unconditional form of giving in which there is no purchase-based promise or obligation to donate on behalf of the donor, thereby generating a variable charitable support value.

Leisinger & Schmitt (2011) argue that CP should generally address the roots of a social problem, rather than its symptoms (except in cases of humanitarian emergency), to demonstrate the values that a firm stands for. However, the participation of firms in philanthropic activities remains, for some at least, a source of contention. For example, Friedman (1970) argues that charitable contributions should be made by individual stockholders, rather than big business, as the latter’s solitary social responsibility is to maximize wealth for shareholders. Tonello (2011) also suggests that some people still oppose CP today on the grounds that it consumes company resources, and is prone to further the goals of management rather than shareholders.

Liket & Simaens (2015) offer three conceptualizations of CP as economic, ethical, and idealized practices; and conclude that the motives are usually highly contextual. Questioning the lack of empirical studies establishing the extent to which CP motives are altruistic or strategic in nature, Liket & Simaens suggest that this is consistent with the conceptual ambiguity and lack of clarity about the objectives of CP. Ricks and Williams (2013) also identify three key motives underpinning CP. These are:

- i. A *normative motive*, encouraging corporate philanthropy on the basis that all stakeholder interests are inherently valuable, even those with no specific financial or contractual arrangements with a firm;
- ii. An *enlightened self-interest motive*, in which a firm will help others primarily to promote its financial self-interest, without any specific plan and/or way of measuring the extent to which its CP is responsible for financial results; and
- iii. A *strategic motive*, in which the social and economic goals of a firm and the target recipients of CP are measureable, and can be realized simultaneously and complementarily

Corporate Performance Indicators

Research on performance has gone through many phases in the past three decades. Initially, they were focused mostly on financial indicators but with time, the complexity of the performance measurement system increased by using both financial and non financial indicators. Although the concept of organizational performance is very common in academic literature, its definition is not yet a universally accepted concept. Many actions taken by firms do not seem to affect their financial performance much which has led scholars to widen the definition of firm performance.

The concept of “scientific management” by Fredric Taylor in the early twentieth century laid the foundation for the modern concept of organizational performance. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It is one of the most important variables in the field of management research today. Richard, Barnet, Dwyer and Chadwick (2007) view organizational performance as encompassing three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.), (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Organizational performance as the organization’s ability to attain its goals by using resources in an efficient and effective manner; effectiveness being the degree to which the organization achieves a stated goal, and efficiency being the amount of resources used to achieve an organizational goal.

The term performance is sometimes confused with productivity. Ricardo (2012) explains that there is a difference between performance and productivity. Productivity being a ratio

depicting the volume of work completed in a given amount of time while performance being a broader indicator that could include productivity as well as quality, consistency and other factors. Waiganjo, Mukulu and Kahiri (2012) note that organizational performance may be measured in terms of its multiple objectives of profitability, employee retention, productivity, growth among many other objectives. Doyle (2004) contends that there is no single or best measure of organizational performance. He posits that profitability is the most common measurement used for organizational performance. Indeed, even the optimal definitions or measures of performance remain controversial.

Corporate Philanthropy and Perception: The Nexus

Godfrey (2005) suggests that firms practicing strategic philanthropy generate intangible strategic assets such as reputational capital, employee commitment, and trust or acquiescence among regulatory institutions and legislative bodies. The extent to which a firm participates in strategic philanthropy is always limited to its strategic interests, thereby ensuring that the primary objective of any business (profit maximization or the generation of shareholder wealth) is adhered to. Godfrey argues that the key determinant of a CP program motivated by strategic reasons is “Does the philanthropic activity of the firm represent a genuine manifestation of underlying intentions, vision, and character, or is the activity simply designed to ingratiate the firm among the impacted customers views?”

Van Kranenburg and Zoet-Wissink (2012) appear to describe the strategic drivers as “impure altruistic” motives. They suggest that firms that engage in CP for impure altruistic reasons do so for a combination of self-centered and other-centered (societal) motives. Gautier & Pache (2015) also highlight a broad consensus in the literature that suggests CP serves the firm’s interests, albeit indirectly, in terms of reputation, prestige, or customers pride. They refrain from using the label “strategic philanthropy” in favor of a concept of “CP as community investment.” However, the core tenets appear very similar. For example, Gautier & Pache suggest that a firm can in the long run benefit from CP based on community investment motives, as the philanthropy will help foster a better environment for business through enhanced positive perception and image among the publics.

Theoretical Anchor

This work hinges on stakeholders’ theory. In order for CP to be effective and meaningful, the interests of different range of stakeholders other than shareowners need to be taken into account by corporations. Stakeholder theory is based on the notion developed by Freeman (1984) that corporations consist of various stakeholders beyond their own shareholders and that they should be managed with those groups in mind. Generally, the term ‘stakeholder’ can include:

- Shareholders, who, unlike other stakeholders, have a direct equity interest in the company;

- Other persons with a financial interest in the company (financiers, suppliers and other creditors), or those in some other commercial legal relationship with the company (for instance, business partners);
- Persons who are involved in some manner in the company's wealth creation (employees and consumers);

The Stakeholder theory focused on the managerial model of an entity and, as a result, narrowly defined 'stakeholder' as a group that impacts on the success of the organization in terms of production outcomes and transactions. The broader definition of the stakeholder view of the firm includes those who may affect or be affected by the organization employees, customers, local community and so on.

METHODS

The study adopts a cross-sectional survey design method. The sources of data comprised of primary source. The information from the primary source consists of responses from the questionnaire administered to the staff from the randomly selected fast moving consumer goods (FMCG) in southwest, Nigeria. One set of questionnaire was used for the study. The information elicited includes information on educational background, qualifications, positions, gender, age and number of years of service. The population of the study is 1,423 which consist of all the staff of three randomly selected FMCG in the southwest, Nigeria (Unilever, P&G, Nestle).

The target population of the study in the selected FMCG in the Southwest, Nigeria stands at 1,423. Thus, using a finite population formula of Krejcie and Morgan (1970), the sample size was determined and a sample size of 555 was derived. The stratified random sampling sample technique was used. The major research instrument used in gathering data for this study was a structured questionnaire. This questionnaire had two (2) sections; question A was on general information concerning the respondents while section B directly addressed the research questions. Close ended and multiple choice questions were used. In order to ensure that the research instrument was valid, the researcher ensured that the instrument measured the concepts it was supposed to measure. The questionnaire was vetted by experts in the field. To ascertain that the instrument is reliable, the test-retest was adopted. The outcome of the test-retest was determined using Cronbach Alpha and the result was 0.841. Since the result was very high, thus we assert that the instrument was highly reliable.

DATA ANALYSIS, RESULTS & DISCUSSIONS

Table 1 below shows that 78.37% of the distributed copies of the questionnaire were returned and used whereas 22.02% were not returned and were not used for the analysis

Table 1: Distribution and Return of the Questionnaire

	Frequency	Percentage (%)
Returned	435	78.38
Not Returned	120	21.62
Total	555	100

Two hundred and sixty (260) respondents representing 60.07% were male, whereas 175 respondents, representing 40.22% were female. This indicated that males were more than the females. The age distribution of the respondents showed that 94 respondents representing 22.00% were between the age of 25-30, 100 respondents with 23.08% were within the age bracket of 35-45, while 241 respondents representing 55.40% were within the age bracket of 45 years and above. This implies that greater proportion of the respondents fall within the age of 45 years and above. The collected data was presented using percentage tables, percentages, mean and standard deviations. The 5 Likert type questionnaires rating of Strongly Agreed (SA), Agreed (A), Undecided (U), Disagree (D) and Strongly Disagree (SD) were assigned numbers 5, 4, 3, 2 and 1 respectively. The formulated hypothesis was tested using Friedman Chi-square at a significance level of 0.05 (5%). The decision rule was based on the sample mean greater than 3 for agreed and otherwise for disagreement.

Table 2: Corporate Philanthropy and Customers Perception of FMCG

Questions	SA(5)	A(4)	U(3)	D(2)	SD(1)	Total	Mean	SD
	Freq %	Freq %	Freq %	Freq %	Freq %			
CP encourages FMCG buying influence	214	102	38	40	41	435	3.93	1.34
	49.19	23.45	8.78	9.20	3.85	100		
CP build brand and loyalty for FMCG	89	164	59	72	51	435	3.39	1.30
	20.46	37.71	13.56	16.55	11.72	100		
There is enhanced image of FMCG organizations that uses CP	84	160	72	69	50	435	3.37	1.28
	19.32	36.78	16.55	15.86	11.49	100		
CP has more societal impact on the FMCG	104	147	51	78	55	435	3.38	1.36
	23.91	33.79	11.73	17.93	12.64	100		

Table 2 shows the responses of the respondents on the corporate philanthropy and customers' perception of FMCG. Four questions were formulated in that respect.

As regards to the question on voters buying, 214 (49.19%) and 102 (23.45%) respectively of the respondents, strongly agreed and agreed that CP encourages FMCG buying influence, 38 (8.74%) of the respondents were undecided, while 40 (9.20%) and 41 (9.421%) of the respondents disagreed and strongly disagreed, respectively, that CP encourages FMCG buying influence. It is penitent to note, that mean value of 3.93 shows the high level that signifies that CP encourages FMCG buying influence.

On the aspect of whether CP build brand and loyalty for FMCG, 89 (20.46%) and 164 (37.71%) respectively of the respondents strongly agreed and agreed that CP build brand and loyalty for FMCG firms, respectively. 59 (13.56%) of the respondents were undecided, while 72 (16.55%) and 51 (11.72%) of the respondents disagreed and strongly disagreed on the assertion respectively. In view of the mean of 3.39 based on our decision rule, it is penitent to note that the assertion is positive.

On the aspect of the enhanced image of FMCG organizations that uses CP, 84 (19.32%) and 160 (36.78%) of the respondents strongly agreed and agreed on the assertion respectively. 72 (16.55%) of the respondents were undecided, while 69 (15.86%) and 50 (11.49%) of the respondents disagreed and strongly disagreed that the image of FMCG organizations that uses CP were enhanced.

As regards to whether CP has more societal impact on the FMCG organizations, 104 (23.91%) and 147 (33.79%) respectively of the respondents strongly agreed and agreed that CP has more societal impact on the FMCG organizations. 51 (11.73%) of the respondents were undecided, while 78 (17.93%) and 55 (12.55%) of the respondents disagreed and strongly disagreed, respectively, on the above statement.

The present study tested the hypothesis that corporate philanthropy do not enhanced on the customers perception of FMCG organizations. In testing this hypothesis, the data presented in Table 2 were tested using the Friedman Chi-Square test.

H₀: corporate philanthropy do not enhanced positive customers' perception of FMCG organizations.

Table 3: Friedman Chi-Square Test Result for the Hypotheses

Statistic	Value
N	435
Chi-Square	171.221
Df	4
Asymp. Sig.	.000

The result presented in Table 3 shows that the calculated Friedman Chi-Square value is 171.221. This is greater than the critical chi-square value of 9.49. Having an asymptotic significance of $0.000 < 0.05$, this result is significant. Therefore, corporate philanthropy enhanced positive on the customers' perception of FMCG organizations in Nigeria.

The finding of this study tally with the works of with the findings of studies carried out by Tonello (2011), and Liket & Simaens (2015), who posit that corporate philanthropy and SCR often encourages the growth of firms. Moreover, Gautier & Pache (2015) pointed out that provisions of gifts, instruments, donations etc by corporations go a long way in stimulating the image of such firms; hence, this finding aligns with Gautier & Pache (2015) outcomes. Contrarily, the findings from this study negates the works done by Gan (2006), and van Kranenburg and Zoet-Wissink (2012) who believe that CP is nothing than wasting of organizational resources.

CONCLUSION AND RECOMMENDATIONS

This inquiry has continued applicability due to a keen interest to understand the dynamics between a firm's socially responsible culture and how philanthropy can be a strategic weapon in the competitive business environment. It is assumed that all business firms do not view and utilize philanthropy validation. It is in the execution of a private profit sector corporate philanthropic initiative whereby the organization carries out its ethical mission. In a future study, an assessment of how philanthropy can be best-suited to add influence on a profit making organization plans may add validity and credibility.

To minimize objections and maximize impacts, FMCG organizations CP should ideally be driven by strategic considerations. This is not to dismiss the other motivations for CP. Altruistic motives, in particular, which expect nothing in return for return for a philanthropic gift other than social advancement, are noble and can dominate thinking in business firms. Nevertheless, the alignment of business with the mission, goals, and objectives of the firm can not only

reduce skepticism about motives, increase employee participation, and reduce stakeholder suspicions about ingratiation.

Much attention has been paid to CSR, corporate financial performance, corporate reputation, and the intersections of ethics and consumer perceptions. There is need to address and theory to advance focuses on how a corporation can use philanthropic initiatives to validate, differentiate, and make distinctive their strategic marketing process.

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Workforce Diversity and Organizational Competitiveness of Small and Medium Enterprises (SMEs) in Rivers State Nigeria

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Abstract: *This study investigated the relationship between workforce diversity and organizational competitiveness of SMEs in Rivers state, Nigeria. The cress sectional survey was carried out in the study. A total of eight hundred and forty-seven (847) managers and supervisors of SMEs served as the population of the study. However, a sample of two hundred and sixty-five respondents was drawn from the population. The systematic sampling technique was used in the study in order to avoid bias in selection of the sample cases. Questionnaire was used in collecting data from respondents and the copies of questionnaire was personally administered to the respondents. The retrieved data was analysed using spearman rank order correlation coefficient. The outcome of the analysis revealed that the dimensions of workforce diversity (professional diversity and age diversity) is significantly and positively correlated with the measures of organizational competitiveness (product differentiation and innovativeness). It was thus concluded that workforce diversity is thus essential in enhancing the competitiveness of SMEs which could thus help boost the organizations position in the industry. Therefore, the study recommended that the owners and managers of the small and medium enterprises should ensure that employees of diverse profession are employed in the organization in order to enhance the competitiveness of the organization.*

Keywords: *Age Diversity, Innovativeness, Organizational Competitiveness, Product Differentiation, Professional Diversity, Workforce Diversity.*

1.0 Introduction

The imponderable nature of the business world which is characterised by high uncertainty has made many organisations to develop diverse means to stay agile and competitive in the industry. The small and medium enterprise (SMEs) play a vital role in enhancing the economic wellbeing of any country. Considering the indisputable role of the SMEs in the development of nations, it is thus imperative to ensure that these firms are able to compete favourable with other big firms so as to survive the turbulent movement. The ability of organisations to compete favourably and outperform rivalries made their market leaders in their various industries. Worthy of note is that fact no organisation can stand the test of time if they are unable to compete in an ever changing business domain. In alignment with the above assertion, Anton, Muzakan Muhammad, Sudin and Sidiq (2015) argued that the SMEs competitiveness increases their position in the global business domain. Tambunan (2009) maintained that the competitiveness of SMEs is paramount because it help absorbs millions of employees. Furthermore, organisations are not independent neither do they exist in isolation, they interact

constantly with the external environment which possesses unpredictable threat and opportunity to the organisation. Considering this indisputable reality, it is thus essential that the SMEs develop relevant strategies that could help enhance their competitiveness in the marketplace. Ifungu and Arasa (2017) remarked that for organisations to stay competitive, they must have the capacity to effectively respond swiftly to barriers and opportunities in the firm. A firm is able to attain competitive edge over rivalries when they can better attract customers and cope with competitive turbulence. Manole, Nisipeanu and Decuseara (2014) defined a firm's competitiveness as the ability to sustain a position in the market by providing quality and timely product at a more favourable competitive price. The ability is manifested by quick response in variation in demand and through successful management of product differentiation by enhancing the culture of innovation and efficient marketing system. With the global trend, uncompetitive firms do fizzle out within a short period. Forter (1985) identified cost leadership, product differentiation and focus strategy as the measures of organisational competitiveness. In similar manner, Tuan and Mai (2012) identified quality, reduction in cost and innovation as the measures of organisational competitiveness.

The high dynamism of the workplace coupled with the search of best talent to enhance competitiveness has intensified the rate of diversity in the workplace. Employing a diversified workplace is critical and essential for all organisation to enhance their wellbeing (Sexena, 2014) workforce diversity (WFD) simply means the differences among employees working in a particular organisation (Cletus, Mahmood, Umar & Ibrahim, 2018). The authors maintained that firms that employ diverse workforce are able to compete favourably in the industry. Dike (2013) postulated that diversity is essential in organisations because it enhances productivity, leads to team work and variety of ideas, enhances learning and growth and boost diverse experience. Sexena (2014) identified age, language, caste and religion, different perception and attitude, gender and professional qualification as the dimensions of WFD. Paul and Eketu (2013) identified age diversity, professional diversity and ethnic diversity as the dimensions of WFD.

Several scholarly work has been carried out over the years with the intent of boosting the competitiveness of firms. Zeebaree and Siron (2017) examined advance of SMEs in Iraq. The study noted a significant correlation among the variable. Bonaventure, Amah and Olori (2017) examined how entrepreneurial orientation correlates with the competitiveness of organisation. They study observed a significant correlation among the variables. Rabbi, Ahad, Kousar and Ali (2015) reviewed if talent management relates with competitive advantage. They observed that talent management help boosts competitive advantage. Other studies have also been done in an attempt to enhance competitiveness (Barney, 1991; Ade, Akanbi & Tubosun, 2017; Aziz, 2019). Ensari Gurel and Alay (2017) examined how diversity management leads to competitive advantage in Turkey. They noted a significant relationship among the variables Akey, Jiang; Antwi and Torku (2016) did a work on how diversity management leads to competitive advantage in multinational companies residing in Sub-Sahara Africa. The study observes a significant correlation, Handayeni, Udin, investigated how managing the diversity in the workforce can help sustain competitive advantage in Indonesia. From extant literature, there

exist a dearth of scholarly work on how workforce diversity relates with organisational competitiveness of SMEs within the Nigerian work content. Thus, this study filled the gap by empirically examining the relationship between workforce diversity and organisational competitiveness of SMEs in Rivers state.

Statement of Problem

Over the years it has been observed that most SMEs are faced with the problem of how to gain competitive advantage over rivalries in their global market. The SMEs in Nigeria and specifically in Rivers state, operates in a harsh environment and they compete with multinational firms that can leverage on their technological endowment to enhance their competitiveness. Furthermore, the inability of these SMEs to gain competitiveness has negatively affected the firm's performance level of the years. The SMEs of any county has been recognised as the main source that enhances the economy growth of the country (Tambunan, 2019). As such, it is imperative to address the issue of competitiveness of SMEs. The low level of competitiveness of SMEs has also manifested in the reduction of economic activities and growth in the country and it has over the period lead to the liquidation of the firms. It is observed that most SMEs are just within a short period of time as a result of low competitiveness ability of the firm. Again, SMEs helps absorb many unemployed in the country. However, considering the low competitive ability of the firms to operate effectively, such as in an upsurge in unemployment which is unhealthy for the country. Irrespective of previous work to address this issue, yet the problem still persists. Thus this study examined how workforce diversity in terms of professional and age diversity relates with organisational competitiveness of SMEs in Rivers State, Nigeria.

Research objectives

The objectives of this study are to;

- I. Examine the relationship between professional diversity and product differentiation of SMEs in Rivers state, Nigeria.
- II. Investigate the relationship between professional diversity and innovativeness of SMEs in Rivers state, Nigeria.
- III. Determine the relationship between age diversity and product differentiation of SMEs in Rivers state, Nigeria.
- IV. Find out the relationship between age diversity and innovativeness of SMEs in Rivers state, Nigeria.

Research Questions

The following research questions were proffered in the study

- I. What is the relationship between professional diversity and product differentiation of SMEs in Rivers state, Nigeria?
- II. What is the relationship between professional diversity and innovativeness of SMEs in Rivers state, Nigeria?

- III. What is the relationship between age diversity and product differentiation of SMEs in Rivers state, Nigeria?
- IV. What is the relationship between age diversity and innovativeness of SMEs in Rivers state, Nigeria?

Research Hypotheses

The null hypotheses of this study are;

- I. There is no significant relationship between professional diversity and product differentiation of SMEs in Rivers state, Nigeria.
- II. There is no significant relationship between professional diversity and innovativeness of SMEs in Rivers state, Nigeria.
- III. There is no significant relationship between age diversity and product differentiation of SMEs in Rivers state, Nigeria.
- IV. There is no significant relationship between age diversity and innovativeness of SMEs in Rivers state, Nigeria.

2.0 Review of Related Literature

The study is founded on the social identity theory and capability-base theory. Social identity theory is a social-psychological theory that attempts to explain cognitions and behaviour with the help of group-processes. It assumes that we show all kinds of “group” behaviour, such as solidarity, within our groups and discrimination against out-groups as a part of social identity processes, with the aim to achieve positive self-esteem and self-enhancement (Reicher & Spears, 2008). Social identity is the part of an individual’s self-concept which he derives from knowing that he is a member of a social group (or groups) in addition with the emotional significance and value he has as a member. This theory is more or less based on favourable comparisons between the in-group and a relevant out-group. In the capability-based view, Grant (1991) contended that capabilities are seen as the source of competitive edge while resources are seen as the basis of capabilities. Again, Amit and Shoemaker (1993) submitted that capability do contribute substantially to competitive edge of a firm. Haas and Hansen (2005) remarked that the capabilities base view enable a firm to gain advantage over rivalries from its distinct ability to utilize its capabilities to achieve vital activities in the firm. Resource-based view are information-based, palpable or impalpable processes which are firm-specific and established over time via complex interactions between the firm’s resources’. The ability of the firms to harness the various resources create competitiveness for the firm. It further help build and integrate both internal and external competences which thus help boost competitiveness.

Concept of Workforce Diversity

Most enterprise sees workforce diversity as a vital concern. Workforce diversity needs to be effectively managed and well recognised in today’s business world. Generally, diversity is

defined as understanding, recognising and accepting individual differences despite their class, age, race, gender, ethnicity, sexual orientation, physical ability, spiritual practice and so on. This view was supported by Grobler (2002) who added that each individual though may share a number of biological or environmental characteristics are unique. Diversity management is a planned and systematic commitment organisations adopt to employ, sustain, motivate and promote a heterogeneous mix of employees. Diversity refers to the coming together of employees from different socio-cultural backgrounds within the company.

It is competitively advantageous to manage diversity. Diversity will continue to gain relevance as the economies translate from production to service economies. This is made possible by the importance of interactions effectiveness in service economy and peoples' communication which makes for the success of any business (Wentling & Palma-Rivas, 2000).

A mixture of people who put together variety of perspectives, backgrounds, benefits and values as enterprise and groups in which they interact is what is referred to as diversity by Otiye, Messah, and Mwaleka (2010). Gupta, (2013) studies shows that diversity facilitates higher creativity, improvement in making decisions, innovation, and greater competitive advantage. Armstrong, (2006) states that managing diversity is about making sure that everyone's potentials is maximized and their contribution to the enterprise are fully made. Workforce diversity is a multifaceted phenomenon to manage in an organisation. Workforce diversity management as a tool for increasing the effectiveness of any organizational cannot be overemphasised, considering the current waves of global changes. In this recent labour market dynamism around the globe, organizations which appreciates diversity will arguably foster success and continue to be in business (Jain & Verma, 1996). Both government and private sectors has embraced the important role workforce management diversity play organizational growth. This importance has mainly stem from the unhindered shifting in labour necessitated by globalization and certain minority group's fight for human rights – who feel excluded from the employment sector.

Workplace diversity increase and improvement has gained ground in the recent years due to the workplace changes recognised by the management. Hence some organizations bring about creativity and openness to change in their own perception, using diversity at workplace or organisation to. Some managers and business still interpret diversity to be a serious challenge despite the limitless nature of it and without organizational boundaries. The work force in industrialized countries has become increasingly heterogeneous over the past decade and these nation spend large amount for workforce diversification. Thus, with regards choosing goal either to be an employer labour to provide an excellent customer service or to competitively maintain an edge, diversity is highly recognized & employed as an important organizational resource. (Weiliang et al, 2011). According to Dahm (2003), within an organization diversity can induce a crew of emotions. Though some researchers agree that diversity consciousness adds value to their performance organizations, several other still argue that diversity is something to be dealt with rather than a tool used for organizations' improvement.

Professional Diversity

Organisation is faced with challenge to manage increasingly competing environmental issues that require professionals with diverse perspective and extensive scope of skills. According to William (2007) various professional workforce diversity covers the marketing profession, accounting profession, finance profession among others. Professional diversity is the how much workers from different professions are employed and made to work together in same organization. The working together of employees from different profession in an organization will put together different knowledge and skill into manifestation which could help boost the wellbeing of the organization. Paul and Eketu (2018) argued that when heterogeneity in the firm is brought about by diversity in profession it will result in opportunity to learn, share and grow from the experience of others in the organization. The intricate and changing nature of the world of business require the organization to attract employees of diverse profession so as to effectively deploy their skills towards improving the competitive stand of the organization. Teams that are heterogeneous tend to be more inspired and innovative (Paul & Eketu, 2018). Drawing from the above assertion, one can argue that a firm with professionally diversified workforce have better chances of being innovative and creative which thus could help boost the affluence of the firm.

Age diversity

Bias in age or ageism seems to be more broadly conceptualized today, referring to subsequent discrimination and potential prejudices against any age group, including prejudice towards employees based on the issue of either being too young or too old (Palmor, 1999; White, Duncan, & Loretto, 2000). The conceptualization of age discrimination differs from work previous done (e.g., Finkelstein & Farrel, 2007; Finkelstein, Burke and Raju, 1995) as regard two aspects of the issue: First, age discrimination can be seen as unfair, age-connected treatment touching any age group, not only against older members of the group. Second, conceptualize age discrimination is also an organizational-level variable that refers to the general perception of member concerning the treatment of age relation issues of different age groups in an organization. Perceived practices of discrimination are as much a problem for organizations as actual discrimination since “the belief of employees, even though they are actually consistent with reality or not, affect their behaviors” (Ensher, Grant-Vallone, & Donaldson, 2001).

Whereas for most corporations, higher in age diversity is now seen as a reality, although its possible effects on age discrimination, commitment, and performance have not been fully understood. Also, for other diversity categories (e.g., gender, ethnicity) some scholars have reasoned that increasing diversity should bring about diversity climate that is positive as employees sense a growing workplace heterogeneity and conclude that diversity is valued by the organization (e.g., Kossek & Zonia, 1993; Kossek, Markel, & McHugh, 2003).

Organizational Competitiveness

Competition is already global, so today's organizations must step out on the market with global strategies, and it also apply on the domestic markets not foreign market only. Permanent

changes are an central part of the success and competitiveness, because organisations that do not apply innovation become not only less competitive, but usually disappear from the market (Porter, 2008). In order for an organization to penetrate new markets, i.e. to be competitive, it must constantly promote their work, constantly introduce and enable new models for success, and continually introduce innovations.

Organisational competitiveness can be defined as the permanent capability of organization to persistently deliver quality products and services, to surpass the competition, to acquire customers, increase its presence on the market and to conclude contracts for profitable operations that enable organisation's strategic growth and increase the standard of employees. Important determinant factors for the acquisition, maintenance and improvement of competitiveness are dynamic, changeable, having a different meaning and influence on the functional, territorial and temporal context (Unkovic, 2010) Competitiveness is evidently a decisive factor for survival in the sphere of business. To achieve it requires setting priorities, which can be defined as a set of options of varying importance that a firm needs to have to compete in the market over a determined time frame (Santos, Pires & Gonçalves, 1999).

Product Differentiation

Globalization results in more forceful competition among manufacturing organizations and customers demand increases along same line. Organizations therefore tend produce goods and services that have features of greater valued to get competitive advantage. Such goods and service include quality product, flexibility of product or reliable delivery (Baines and Langfield-Smith, 2003). As such, strategic differentiation would give greater possibility for better valued products will be produced by these organizations as a way of meeting up with such demands.

Differentiation is all about making a remarkable difference between the products of one firm and the other. Simply put, it is creating a product believed to be unique industry-wide. Berkowitz et al (2002) sees product differentiation as a way firm tries to convince customers that their product is better than other firm's product by using different advertising and product features. Product differentiation brings about superior profitability because it protects against competitive rivalry as a result of its brand loyalty by customers and thus brings lower sensitivity to price. It also raises margins, which avoids low-cost position. The strategy of product differentiation as an organisational tool can be of competitive advantage as it is used to provide products that satisfies the need of individual customers. Quality is a vital differentiating factor in satisfying the need of individual customer (Shammot, 2011). Firms with successful differentiation strategy always have critical internal strengths: vibrant sales team that successfully communicate and corporate reputation for innovation and quality (Hitt, et. al., 2012).

Innovativeness

A culture of innovativeness requires that all functional areas – like sales, manufacturing and operations, distribution, information technology, customer relationship management, and human resources – be open and committed to the idea that innovativeness helps to keep the firm's brand relevant to their customers (Gerzema and Lebar 2009). This openness to

innovation happens by managing in such a way that the firm's attention is on recognizing the need for new ideas and action in the organization (Van de Ven 1986). Building a culture of innovativeness through sustained strategic emphasis is an antecedent to consistently delivering innovation. In addition, how the firm implements its innovative culture through its organizational structure and formal processes has a great impact on its success.

Hurley and Hult (1998) sees innovativeness to be derived from beliefs that stresses training, improvement. Although innovativeness is not a condition sufficient to bring innovation, it usually serves as a facilitator for innovations as it creates an internal environment of a firm which fosters the exploration of customer information or new operational processes (e.g., the development of new relationship structures with supply chain partners) in ways that fulfil current unmet and/or anticipated future needs.

Empirical Review

Several study abide on how workforce diversity relates with various organizational outcomes. Joy and Eketu (2018) did a work on workforce diversity and organisational survival of manufacturing firms in Rivers state. The study aimed at investigating the extent to which workforce diversity (professional diversity, ethnic diversity, age diversity) relate to organisational survival of manufacturing firms in rivers state. 109 samples were collected in the study with leadership climate as a moderating variable. Cross section survey was adopted and inferential statistics of spearman's rank order correlation and partial correlation were used in testing the study hypotheses. The result showed a positive significant relationship between the dimension of workforce and measures of organisational survival and leadership climate significantly moderates the relationship between the two variables in manufacturing firms in rivers state. The study concluded that that business unit with healthy style of leadership will benefit from workforce diversity.

Ursil and Fayaz (2018) did a work to review the various studies pertaining to workforce diversity and its relationship with organizational/employee performance. The study used review methodology by conducting a literature search concerning workforce diversity and employee performance for the period 1990-2014. Results of the study showed an evidence of empirical relationship among organizational performance and workforce diversity and it was given to be contradictory, giving mixed results.

Hafiza and Faiza, (2015) did a work to discover the impact of diversify workforce towards performance of organisational with focus into the education sector. In the research, 100 questionnaires were distributed to the faculty members of 5 different universities of Karachi. The result outcomes showed an impact of work diversity on performance in the education sector.

Ensari, Gurel and Alay (2017) investigated whether there is a relation between responding to increasing competition due to globalization and ability to manage changing labor force, 39 questions were asked to ascertain the competition strategy and individual's ability to manage

diversities in 501 workplaces. Response received were loading into the SPSS package program for evaluation. A significant relationship between the management of individual diversities and all competition strategies was found. A positive interaction between cost leadership strategies at the highest level was also found. Also found in the study is a significant relationship between the organizational diversities management and all competition strategies.

3.0 Methodology

The cross sectional survey which is a form of quasi experimental design was used in this study. This design is deemed preferable considering the fact that the variables was not within the control of the researcher. The total population of 847 managers and supervisors was covered in the study. The Krejcie and Morgan (1970) table for sample size determination was used in arriving at a sample size of 265 employees. The systematic sampling technique was utilized in this work. Questionnaire was employed in gathering relevant data for the study. workforce diversity was operationalized in professional diversity and age diversity as identified in Paul and Eketu (2018). Professional diversification was measured using a set of 5 items (e.g. my organization is made up of employees with divers profession), 5 items was further utilised in measuring age diversity (e.g. I think that my age would predict the way I do my job). Again, 5 items were used in measuring product differentiation (e.g. Our brand stands us out from competitors) and 5 items for measuring innovativeness (e.g. This organization is constantly introducing new services in the market). the data was analysed utilizing the spearman rank order correlation coefficient.

4.0 Results and Discussion

From the total questionnaire of 265 copies distributed to the respondents, only 248 copies representing 93.6% copies of questionnaires was retrieved and used for the study. The inquiry was based on 95% level of confidence. The decision role was to reject null hypotheses if P-value was less than .05 and accept when the P-value is above .05.

Table 1 Professional Diversity and Product Differentiation Correlations

			Professional Diversity	Product Differentiation
Spearman's rho	Professional Diversity	Correlation Coefficient	1.000	.528**
		Sig. (2-tailed)	.	.000
		N	248	248
	Product Differentiation	Correlation Coefficient	.528**	1.000
		Sig. (2-tailed)	.000	.
		N	248	248

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

Drawing from the outcome of table 1, the result indicates a linear correlation amongst professional diversity and product differentiation given the P-value was less than level of significant ($.000 < .05$; $\rho = .528$). The null hypothesis was rejected and the study accepted the alternate hypothesis.

Table 2 Professional Diversity and Innovativeness

Correlations			Professional Diversity	Innovativeness
Spearman's rho	Professional Diversity	Correlation Coefficient	1.000	.618**
		Sig. (2-tailed)	.	.000
		N	248	248
	Innovativeness	Correlation Coefficient	.618**	1.000
		Sig. (2-tailed)	.000	.
		N	248	248

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

Based on the result in table 2, it is clear that professional diversity in firms has a noteworthy link with innovativeness given the P-value less than significant level ($.000 < .05$; $\rho = .618$). The null hypothesis was rejected and alternate hypothesis was accepted.

Table 3 Age Diversity and Product Differentiation

Correlations			Age Diversity	Product Differentiation
Spearman's rho	Age Diversity	Correlation Coefficient	1.000	.118**
		Sig. (2-tailed)	.	.021
		N	248	248
	Product Differentiation	Correlation Coefficient	.118**	1.000
		Sig. (2-tailed)	.021	.
		N	248	248

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

Table 3 revealed the significant positive outcome amongst age diversity and product differentiation. This is owing to the fact that the significant value of .021 was less than .05 level of significant. Thus the hypothesis in null form was rejected and alternate hypothesis was accepted.

Table 4 Age Diversity and Innovativeness

Correlations				
			Age Diversity	Innovativeness
Spearman's rho	Age Diversity	Correlation Coefficient	1.000	.422**
		Sig. (2-tailed)	.	.001
		N	248	248
	Innovativeness	Correlation Coefficient	.422**	1.000
		Sig. (2-tailed)	.001	.
		N	248	248

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

The outcome in table 4 revealed that P-value of .001 was less than .05 significant value and the rho-value of .422 show a linear correlation amongst age diversity and innovativeness. Therefore, the hypothesis in the null form was rejected and the alternate hypothesis was accepted.

Discussion of Findings

The diversity among the workforce enhances divers talent in the work place. Considering the outcome of the analysis, result indicated that the diverse dimensions of workforce diversity positive correlated with competitiveness of SMEs. The detailed discussion is given as follows;

Professional Diversity and Product Differentiation

The result of the bivariate analysis revealed that there is a noteworthy correlation existing between professional diversity and product differentiation in SMEs in Rivers state. The P-value of .000 which was less than .05 level of confidence, indicated that there is a noteworthy correlation among the variables. Furthermore, the correlational value of .528 indicated that there is a substantial linear correlation amongst professional diversity and product differentiation. This denotes that increasing professional diversity in the SMEs will subsequently help boost the product differentiation of the firm. Additionally, the coefficient of determination (r^2) is 0.278. This indicated that 28% total variation in product differentiation in SMEs can be explained by the extent of professional diversity in the firm. Thus, the ability of the firm to search for employees that are characterized by relevant professional diversity will help create and enhance perceived product differentiation of the firm. This study aligns with that of Joy and

Continue (2018) which observed that professional diversity does substantially correlates with the survival of organizations. This implies that organizations that pay attention to professional diversity are able to harness the professional peculiarity of the employees to drive the organization towards achieving optimal performance. Furthermore, professional diversity help organization to tackle different challenges that could have posed threat to the firms wellbeing. Professional diversity help enhance the capability of firms in delivering product that are of superior quality to customers which will subsequently help boost the firm's performance and wellbeing.

Professional Diversity and Innovativeness

Innovativeness is paramount and of high essence in enhancing the firms stand in the industry. The outcome of the bivariate analysis denote that the P-value is less than level of significance ($.000 < .05$). This implies that professional diversity is considerably related with innovativeness of SMEs. The rho value of .618 shows a strong noteworthy correlation between professional diversity and innovativeness. This is to say that the higher the rate of professional diversity, the higher the innovativeness in the firm. Professional diversity enables the different employees to bring in their talent to bear and thus enhance the innovativeness of the firm. Furthermore, the coefficient of determination (r^2) was 0.382. This denotes that 38% total variation in innovativeness of SMEs in Rivers state, can be accounted for by the extent of professional diversity in the organization. This study concord with the finding of Ensari, Gurel and Alay (2017) that observed that the management of group diversity relates positively with competitiveness of organizations. The finding shows that individual diversity in the organization help enhance the competitiveness of organization. Firms with a diverse workforce in terms of professional diversity are able to build synergy through the harnessing of their professional expertise and as such help enhance the competitiveness of the organization.

Age Diversity and Product Differentiation

The result of the bivariate analysis on how age diversity relates with product differentiation shows that age diversity has a substantial positive correlation with product differential. This is owing to the fact that the P-value of .021 was less than the level of significance. The correlation value (r) was .118. This shows that there is a weak positive correlation existing between age diversity and product differentiation of SMEs in Rivers state, Nigeria. This shows that age diversity has a weak positive correlation with product differentiation. Ability of SMEs to attract and retain employees with age diversity will positively influence the firms level of creating product differentiation in what they offer to the market which could thus influence their competitiveness in the industry. The coefficient of determination (r^2) was 0.014. this by implication denotes that 1.4% total variation in product differentiations in the SMEs can be accounted for by the age diversity in the organization. this study disagrees with that of Doris, Mary and George (2016) which maintained that workforce diversity in terms of age may adversely affect the competitiveness and performance of organization. Employing workers of divers age and generation has a positive bearing with the creative ability of firms. Firms that are

able to bring employees of different age are able to enhance their product differentiation ability which could thus help enhance their competitiveness in the industry. Younger employees are creative and like trying out new idea, as such, firms that are characterized by age diversity, stand the chance of attaining higher competitiveness in the marketplace.

Age Diversity and Innovativeness

Drawing from the analysis in table 4, the outcome denotes that there is a significant positive relationship existing amongst age diversity and innovativeness with P-value of .001 which was less than .05 level of significance. This implies that when age diversity increases in the SMEs, such results in the increase in innovativeness. The correlational value (r) of .422 shows that there is a moderate linear correlation amongst age diversity and innovativeness among SMEs in Rivers state, Nigeria. The moderate correlation indicated that age diversity moderately enhances the innovativeness of SMEs. Increasing age diversity help boost the innovative capability of firms. The coefficient of determination (r^2) was 0.178, this denotes that 18% total variation in innovativeness in the SMEs can be accounted for by the extent of age diversity in the workforce. This study aligns with that of Hafiza and Faiza, (2015) which noted that workforce diversity does impact the performance of the firm. The finding also agree with that of Paul and Eketu (2018) which observed that age diversity relates significantly with innovativeness.

5.0 Conclusion and Recommendation

Organizational competitiveness is paramount in enhancing the wellbeing and survival of SMEs in Rivers state. considering the ever changing and unquantifiable nature of the environment of business, firms that are able to compete favourably, are most likely to take the lead in the industry. Employees in the organization are key resource that help drive the progress and success of the firm. The competitiveness of the SMEs is influenced by the profession diversity among the employees. When a firm attract employees that have diversity in the area of their profession, such knowledge is brought into manifestation in the workplace which thus enhances the competitiveness of the firm. Enhancing the professional diversity in the workplace, help enhance the product differentiation and innovativeness of the firms. This is to say that any firm where there is professional diversity, such firms are most likely to outperform their rivalries in the industry. The age diversity in the organization create room for various employees of generation Y to be included in the workforce. Most of these employees are highly creative and innovative which could thus help boost the firms competitive position in the industry. Workforce diversity is thus essential in enhancing the competitiveness of SMEs which could thus help boost the organizations position in the industry. Conclusively, organizations that have a highly diverse workforce in terms of professional diversity and age diversity, are able to boost product differentiation and innovativeness in the organization which could thus enhance the competitiveness of the firm in the industry. Drawing from the outcome of the analysis and the conclusion, the following recommendations are proffered;

- i. The owners and managers of the small and medium enterprises should ensure that employees of diverse profession are employed in the organization in order to enhance the competitiveness of the organization.
- ii. The managers of the SMEs in Rivers state should ensure employees of divers age group are employed in the organization as such could help enhance innovativeness in the organization.
- iii. The management of the SMEs should embrace a culture that is diversity tolerance as such will help enhance the competitiveness of the organization.
- iv. The management of the SMEs should ensure that employees of different generation are employed in the organization as such could help create an environment that fosters innovativeness thereby enhancing the competitiveness of the firm.
- v. The management of the SMEs should employ workers that are innovative and creative as such will help enhance the competitiveness of the firm.

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Information System Outsourcing and Organizational Productivity of Manufacturing Companies in Rivers State, Nigeria

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Abstract: *This study examined the relationship between information system outsourcing and productivity of manufacturing companies in Rivers State, Nigeria. The study adopted a cross-sectional research survey design. Primary data was generated through self-administered questionnaire. The population for the study was the thirty-six manufacturing companies in Rivers State, Nigeria registered with the Manufacturers Association of Nigeria (MAN). A census sampling was adopted since the population was small. However, five (5) managers were selected from each of the 36 manufacturing companies which gave a total of 180 study respondents. The reliability of the research instrument was determined by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings revealed that there is a significant relationship between information system outsourcing and productivity of manufacturing companies in Rivers State, Nigeria. The study, thus, concluded that information system outsourcing significantly influences productivity of manufacturing companies in Rivers State, Nigeria. The study therefore recommended that manufacturing companies should be cautious when dealing with the issue of human resource outsourcing in order to further improve organizational productivity. Particularly, the organization should outsource such services as advertisement, screening process and more so conducting interviews and selection procedures in order to not only save on costs but also enhance recruiting qualified and competent candidates able to integrate and fit in the organization. As such employee engagement would be enhanced.*

Keywords: *Information System Outsourcing, Human Resources Outsourcing, Organizational Productivity, Profitability and Quality Service Delivery*

INTRODUCTION

Making the decision to outsource selected functions and processes to a Third Party company can be challenging yet rewarding to the organization (Vining & Globberman, 1999). Business functions have grown increasingly complex with globalization, technology, and competition advancing at a rapid pace. Thoroughly examining the motivations, expectations, and justifications for outsourcing critical operations functionality enables organizations to make

effective decisions which generate incremental profitability and shareholder value (Hokey, 2012). Careful consideration and analysis of cost factors, financial impact, and suitability for outsourcing yields superior outsourcing strategies and transition plans. Outsourcing ultimately requires trust. Rundquist (2007) noted that handing over various aspects of business operations to a partner can be difficult for organizations that do not typically view their suppliers as cooperative partners. Emerson (2001), entering a relationship with a third party company is like handing over your wallet to a business associate. Third part outsourcing is exactly like using a bank to handle your financial transaction management – you make deposits, you issue payment instructions, and you expect a perfect balance.

Several studies on outsourcing (Densai, 2012) have all confirmed that outsourcing is a business strategy in which one or more of a company's business process is contracted out to an outside service provider with the intention of reducing operating cost and focusing on core competencies of the firm. In today's business environment it is important for most organizations to identify their core business competencies and focus on these for their performance. This can assist organizations in outsourcing services to achieve the desired objectives of the organization. However, the view of Butler (1991) indicates that outsourcing is the shifting of a function either in whole or in part from a main organization to a third party. According to Baily *et al.* (1998) as cited in Yurong (2004) that outsourcing is a contractual relationship between an external vendor and an enterprise in which the vendor assumes responsibility for some or more of the business functions of this enterprise.

Information Systems (IS) Outsourcing means that the physical and/or human resources related to one organisation's Information Technologies (ITs) are supplied and/or administered by an external specialised provider. This situation can be temporary or for an indefinite period and can affect all the IS of the client-firm or only a part of it. It can include data centers, wide area networks, applications development and maintenance functions, end user computing and business processing (Cardinali, 1998). This type of service became very popular in the nineties after the success obtained by Eastman Kodak with the externalisation of its ISs. However, IS contracting dates back to the early years of the introduction of this technology in the business world, when it was common for several firms to use the same computer, because of the high financial investment that the purchase of that computer meant. In recent years, outsourcing has been one of the Information Services that has grown the most (Caldwell, 1996; Lacity and Willcocks, 1998) and this rising trend is seemingly going to be maintained in the near future.

There is growth in the utilization of information technology (IT) external service strategies due to increased global collaboration, improved IT capabilities, advanced technologies, the accessibility to widespread Information and communication services as critical component for the efficient operation of an organization and an easier way for firms to communicate globally. This has prompted organizations to invest a fair amount of time and resources to design and implement ICT solutions that are aligned to their set objectives (David and Shao, 2007; Hirschheim, 2006). The role that Information and Communications Technology plays as a tool in optimizing operations and implementing important organizational goals cannot be

underestimated. With the advent of new Information and Communication Technologies (ICTs) including personal, networked computers, the Internet services, mobile telephony, and email applications, organizations start appreciating the potential use of ICTs in advancing their program implementation. ICT, especially the Internet platform, has accelerated globalization. They are powerful tools that can give the organizations and end beneficiaries access to information and resources that foster their economic and social development. Although many individuals and organizations are already frequent users of ICTs, much more needs to be done to enhance.

Successful adoption and implementation of an outsourcing strategy by organizations results in cutting on costs, increase in productivity, quality service delivery improvement, capacity improvement, increased profitability and financial performance, lower innovation costs and risks and improved organizational competitiveness profitability and effectiveness. Increased competition and emergence of modern technologies have led to high need of various commercial banks to access more advanced strategies to remain competitive in these dynamic markets. Therefore, the information system outsourcing drivers include cost saving, capital investment reduction, cost reduction, flexibility enhancement (Lynch, 2004).

A large stream of empirical research has examined the concept of organizational productivity using various predictor variables. Achieng, Ochieng and Owuor (2012) studied the effect of Job redesign on organizational productivity in Commercial Banks in Kisumu, Kenya. Mildred (2016) studied the effect of employee involvement on employee job performance at the Kenyan Medical Research Institute (Centre For Global Health Research) Kisumu. Also Njiru (2016) carried out a study on the Influence of Flexible Work Practices on organizational productivity in Public Sector: A Case of Ministry of Interior and Coordination of National Government, Embu County. Ikon and Chukwu (2017) studied Employee engagement and performance of selected private universities in Delta State, Nigeria. However, there has been relatively little empirical research report that details how firms can achieve organizational productivity, through outsourcing organizational productivity. Therefore, this study intends to empirically fill that gap by investigating the relationship between information system outsourcing and organizational productivity of manufacturing companies in Rivers State, Nigeria.

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

- i. What is the relationship between human resources outsourcing and profitability of manufacturing companies in Rivers State, Nigeria?
- ii. What is the relationship between human resources outsourcing and quality service delivery of manufacturing companies in Rivers State, Nigeria?

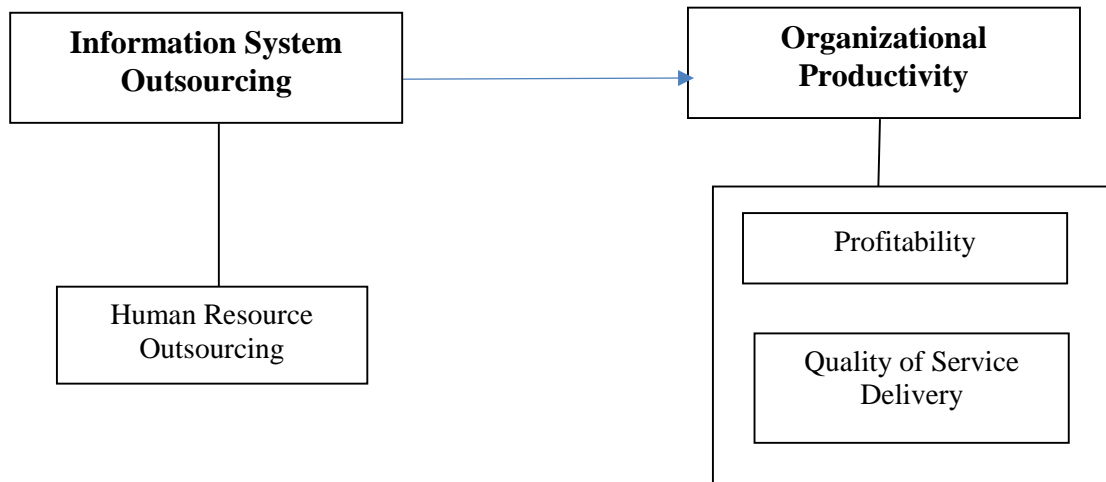


Fig.1 Conceptual Framework for the relationship Human Resource Outsourcing and Organizational Productivity

Source: Desk Research (2020)

LITERATURE REVIEW

Theoretical Foundation

Transaction Cost Economics Theory (TCE)

Transaction theory believes that transactions in organizations are basically attributed to production or manufacturing economics. According to this theory, firms are economic factors which make use of the supreme effective instruments for business dealings (Williamson,1981).It provides a diagnostic background used in making comparison between sub-contracting services and internal services (Lacity & Hirschheim, 1995). This theory facilitates the determination of outsourcing success in terms of economic benefits. TCE provides the finest judgment creating basis for supporting firms in making decisions on the services to be outsourced in addition to all necessary qualifications. Irregularity of constricting, eco-friendly and affiliation suspicions forms factors of the degree of contract price hence providing a ground for assessment of outsourcing decisions.

TCE deals with not only experiences but also outcomes of outsourcing. Ability expertise, trivial figures negotiating, and deficient facts are the experiences to outsourcing of which they have adverse connection to subcontracting. In respect to results of outsourcing, growth in contracting out has resulted to lower cost of production and more interesting increased expense of coordination during procuring products, materials and services from the market, hence it fails to factor the aspect of competitive edge especially during insignificant moments of prospective opportunism (Aubert,2004). Lacity and Willcocks (1995) enlightened that outsourcing leads to attainment of firm's primary objective of reducing the cost of

operations due to substituting in-house production which enable firms to provide for reduced production cost which is capable of being provided by the market. In house operations tend to be more expensive especially when firm's lacks internal capabilities and expertise hence engaging market place through outsourcing practices incapacitates these inadequacies.

Information System Outsourcing

Information system (IS) outsourcing is an act of delegating or transferring some or all of the IT related decision making rights, business processes, internal activities, and services to external provider(s). The external providers develop, manage, and administer these activities in accordance with agreed 3 upon deliverables, and quality service delivery standards as set forth in the contractual agreement (Dhar, et al., 2004). Outsourcing is promoted as one of the most powerful trends in modern management. The rationale for outsourcing some functions and/or processes includes substantial financial economies, increased ability to focus on strategic issues, access to technology and specialized expertise, and an ability to demand measurable and improved service levels (David & Shao, 2007). In today's world of complex IT solutions, high competition and the world becoming a global village, many organizations have realised that they cannot operate in isolation. The need to focus on the core areas and leave other activities to those who have expertise in those functions is taking shape in most organizations.

IT outsourcing has gotten space at both the operational and strategic functions of organizations and as the services get more and more integrated to the core service of an organizations its role remain critical. Some of the main identified services outsourced are helpdesk support services, application development, Internet services provision and management, data backup services, Network infrastructure service, Staff training on IT issues and ICT security audits policy (Arshad, May-Lin, & Mohamed, 2007). These services are important to an organizations performance and its ability to meet crucial set objectives. Outsourcing has been identified to be of great benefit to profit making organizations that have embraced the concept (Wang, 2002). The benefits are classified as either short term while others are long term and are not realised immediately upon implementation. Some recognized benefits include the access to the state of the art technologies; the cost of operating IT services has also been significantly noted to reduce; flexibility of outsourced staff; improved focus on core business by senior management (Adams, Nelson, & Todd, 1992).

Outsourcing is promoted as one of the most powerful trends in modern management (Bendor Samuel, 2000). The rationale for outsourcing some functions includes substantial financial benefits, increased ability to focus on strategic issues, access to new technology and ability to demand measurable and improved service levels. Outsourcing differs from alliances, partnerships or joint ventures in that the flow of resources is one-way, from the vendor to the outsourcer; typically, profit sharing is not a common practice (Belcourt, 2006). In the mid-1960s there were computer service bureaus that ran a variety of programs, mainly financial and operational applications, but since the landmark Kodak IT outsourcing deal in 1989, when Kodak decided to source out substantial parts of their IT to a consortium headed by IBM, IT

outsourcing has increased considerably worldwide (McFarlan & Nolan, 1995). The deal is regarded as the break through leading to all other mega-deals in later times as “imitative behaviour” of Kodak’s decision (Mary & Lacity, 1993). After Kodak’s decision the way was paved for the rapid growth of IT outsourcing. Among these have been, for instance, British Aerospace and Canadian Post Office who embraced outsourcing (Hirschheim & Lacity, 2000).

In theory efficient organisations will allocate their resources within the value chain to those activities that give them a comparative advantage (Belcourt, 2006). Outsourcing is expected to imply cost saving relative to internal production or internal service function (Quelin & Duhamel, 2003). Previous studies found that organizations choose to outsource to gain several potential benefits, outsourcing of repetitive and non-value adding activities allow firms to focus more on strategic activities like financial planning (Brown & Duguid, 2002). In other cases cost reduction and focus on strategic activities are often offered as reasons for outsourcing (Bendor-Samuel, 2000).

Organizational Productivity

There are many rising trends in organizational productivity. However, this study sought to establish whether Stima Sacco Society Limited had embraced conflict management and the influence this has on organizational productivity. Armstrong (2006) defines performance in output terms as the achievement of objectives and how these objectives are achieved. High performance results from appropriate behavior, especially discretionary, and the effective use of the required knowledge, skills and competencies. Performance may be understood differently depending on the person involved in the assessment of the organizational productivity for instance performance can be understood differently from a person within the organization compared to one from outside (Lebans & Euske 2006). To define the concept of performance is necessary to know elements and characteristics to each area of responsibility. To report an organization's performance level, it is necessary to be able to quantify the results (Petkovic, 2008).

According to Gilbert and Ivancevich (2000), performance refers to the act of performing or carrying into execution or recognizable action, achievement or accomplishment in the undertaking of a duty. Cascio (2006) defines performance as working of individuals in an organization to be more effective. Zaman et al (2011) indicated that there is a significant and positive relationship between performance and reward. The other approach in defining organizational productivity that has in the recent past gained popularity in numerous organizations is the Balanced Scorecard (BSC) methodology by Kaplan & Norton (1992). In this method, performance of an organization is measured using four key perspectives financial, customer, internal processes, and Learning and Growth/innovation. In the Kenyan scenario it has been generally adopted by sixty nine per cent of the companies in a survey by Kiragu (2005).

According to Richard et al. (2009) organizational productivity encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return. Stima Sacco for instance is expected to increase its financial performance in terms of annual income from 2.6 billion in 2015 to Shs.31.8 billion in 2020. According to Armstrong, (2000) performance is a means of getting better results from the whole organization or teams or individuals within it by understanding and managing performance within an agreed frame work of planned goals, standards and competence requirements. Performance is the accumulated end results of all the organization's work processes and activities (Santos & Brito 2012). It is about how effectively an organization transforms inputs into outputs (Robbins, 2009) and comprises the actual output or results as measured against its intended outputs. Liptons (2003) proposes that performance is the ability of the firm to prevail. There is hardly a consensus about its definition, and this limits advances in research and understanding of the concept of performance (Santos & Brito, 2012). As the debate on what organization performance rages on, the approach on how to measure it has attracted even more scholarly attention (Liptons, 2003).

Organizational productivity is one of the most important constructs in management research Trade (2000). Continuous performance is the objective of any organization because only through this, can organizations grow and progress. Moreover knowing the determinants of organizational productivity is important especially in the context of the current economic crises because it enables the identification of those factors that should be treated with an increased interest in order to improve the performance. Performance measurement estimates the parameters under which programs, investments, and acquisitions are reaching the targeted results (Perez et al., 13 2007). This study adopted the definition according to Trade (2000), that most performance measures could be grouped into six general categories effectiveness, profitability, cost, quality service delivery, timeliness, innovation and productivity. Therefore Organizational productivity is measured using the six parameters.

Measures of Organizational Productivity

Profitability

Profitability refers to money that a firm can produce with the resources it has. The goal of most organization is profit maximization (Niresh & Velnampy, 2014). Profitability involves the capacity to make benefits from all the business operations of an organization, firm or company (Muya & Gathogo, 2016). Profit usually acts as the entrepreneur's reward for his/her investment. As a matter of fact, profit is the main motivator of an entrepreneur for doing business. Profit is also used as an index for performance measuring of a business (Ogbadu, 2009). Profit is the difference between revenue received from sales and total costs which includes material costs, labor and so on (Stierwald, 2010). Profitability can be expressed either accounting profits or economic profits and it is the main goal of a business venture (Anene, 2014). Profitability 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 profitability. It is profitability 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 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).

Quality Service Delivery

Service delivery is a continuous, cyclic process for developing and delivering user focused services. It is further defined in four stages as user engagement, service design and development, service delivery and lastly assessment and positive change of service (Dachset *et al.*, 2004). Other scholars have propounded other definitions and according to Carrillat *et al.* (2007), service delivery is the physical access or reachability of services that meet a base standard. The later regularly requires detail as far as the components of service delivery, for example, essential equipment, medications and products, healthy workforce, and rules for treatment. Service delivery denotes the ability of the client to pay for the services where data can be collected by facility visits or by household interviews (Berghman *et al.*, 2006). In this study, service delivery was defined as the willingness and readiness of a workforce to provide services in a dependable, accurate and responsive manner while utilizing the available resources.

The Servqual model was developed by Parasuraman *et al.*, (1988) to define service quality service delivery by means of the gap between the customers' perceptions and the expectations about organization's service quality service delivery performance. The model distinguishes five determinants of administration quality service delivery as effects, unwavering quality service delivery, responsiveness, confirmation and sympathy. It is measured administration conveyance since it is a settled instrument that has been utilized as a part of different reviews and its psychometric properties have been examined by some of the studies (Asubonteng *et al.*, 1996; Zhao *et al.*, 2010). Consequently, service quality service delivery is composed of perceived quality service delivery and expected quality service delivery. While perceived quality service delivery can be defined as the customer's judgment about the general position and excellence of the administration they get, expected quality service delivery clarifies the assumptions about the administration they have gotten. Bakiet *al.* (2009) point out that on this scale, otherwise called the crevice examination, benefit quality service delivery is characterized as an estimation of the degree to which the offered benefit quality service delivery empowers to meet client desires. Assurance which is an aspect of service quality service delivery implies the employees' knowledge and courtesy levels and their ability to inspire trust and confidence (this dimension also includes competence, courtesy, credibility, and security).

Information System Outsourcing and Organizational productivity

ICT plays major role in the general organizational productivity. The relationship between IT and organizational productivity can be established by reviewing the various indicators. Some of the main indicators include the degree of organizational success, response time to disasters or

emergence situations, standardization of processes, beneficially and donor satisfaction, and cost (Neely & Gregory, 1995). Outsourcing of IT services in humanitarian organisations is essential as it can enhance the profitability of the organisation and help bring innovative solutions to existing problems in the developing world (Fjermestad & Saitta, 2005). No matter how attractive ICT outsourcing and performance are portrayed, the early adopters were faced with quite a few problems, which overtime might have been addressed. Some of the challenges were legal, while others were purely on the operationalization of the outsourcing concept. The main problem has been the stability of the service providers.

In addition, several connectivity and access problems were noted (Schwyn, 1999). The pressure on CIOs to improve IT systems with an expectation of guaranteeing improvement in the overall organizations performance cannot be downplayed. A study aimed at identifying the relationship between an ERP implementation and organizational productivity was done, and conclusion drawn that the implementation of the ERP system has a positive effect on organizational productivity, the magnitude of its impact is smaller immediately after implementation, being intensified over time (Dehning & Richardson, 2002).

The study postulates the following hypotheses to be tested:

- Ho₁:** There is no significant between human resources outsourcing and profitability of manufacturing companies in Rivers State, Nigeria.
- Ho₂:** There is no significant between human resources outsourcing and quality service delivery of manufacturing companies in Rivers State, Nigeria.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The population for the study was the thirty-six manufacturing companies in Rivers State registered with the Manufacturers Association of Nigeria (MAN). A census sampling was adopted since the population was small. However, five (5) managers were selected from each of the 36 manufacturing companies which gave a total of 180 study respondents. The reliability of the research instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1Correlation for Human Resource Outsourcing and the Measures of Organizational productivity

			Human Resource Outsourcing	Profitability	Quality service delivery
Spearman's rho	Human Outsourcing	Correlation	1.000	.771**	.685**
		Coefficient			
		Sig. (2-tailed)	.	.000	.000
	Profitability	N	155	155	155
		Correlation	.771**	1.000	.604**
		Coefficient			
		Sig. (2-tailed)	.000	.	.000
	Quality service delivery	N	107	107	155
		Correlation	.685**	.604**	1.000
		Coefficient			
		Sig. (2-tailed)	.000	.000	.
		N	155	155	155

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

Source: Research Data 2020 and SPSS output version 23.0

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

Ho₁: There is no significant relationship between human resourceoutsourcing and profitability of manufacturing companies in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between human resourceoutsourcing and profitability. The *rho* value 0.771 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resourceoutsourcing and profitability of manufacturing companies in Rivers State, Nigeria.

Ho₂: There is no significant between human resourceoutsourcing system outsourcing and quality service delivery of manufacturing companies in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between human resourceoutsourcing and quality service delivery. The *rho* value 0.685 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resourceoutsourcing and quality service delivery of manufacturing companies in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between human resources out sourcing and organizational productivity of manufacturing companies in Rivers State, Nigeria. This finding is in line with Stear and Wecksell (1997), who suggest that the practice of contracting people from outside the organization to provide specific services is what is termed as outsourcing. The issue as to whether a firm should make or buy intermediate inputs; an issue that has a long tradition in economics, dating back to the seminal work by on the boundaries of a firm is addressed by outsourcing. Due to this fact, outsourcing can be used to economize on production cost, in particular labor cost by substituting in-house production with the buying-in of components. Outsourcing costs is determined by both the price of the bought-in components and also by transaction costs due to transport and incomplete contracting costs, and the possible implications of asset specificity for supplier and/or customer (Abraham and Taylor, 1996).

The finding agrees with a study on the rationale and effectiveness of recruitment outsourcing conducted Heikonen (2012). The Finnish human resource professionals from different companies were considered for the study. It was indicated that outsourcing the acquisition of part-time employees was the most beneficial approach to recruitment process outsourcing. However, it was noted that only certain stages of the overall recruitment process were necessary for outsourcing such as processing of application materials but interviews done by the organization based on the number of the sampled applicants.

The finding of this study corroborate a study by Biney (2008) analyzed the challenges and expectations facing human resource service providers in outsourcing recruitment and selection activities in Ghana. Findings indicated that most of the multinational outsourced their recruitment portfolio with the anticipation that the service providers would recruit high quality and highly qualified candidates in a timely manner in order to reduce employee turnover and access cheap technology and expertise.

According to Beaman and Eastman (2004) the most human resource activities that are outsourced are recruitment, payroll and more so training and development. As such, Gilley, Greer and Rasheed (2004) looked into outsourcing human resource activities and organizational performance in manufacturing firms. The study analyzed the relationship between outsourcing of human resource activities that were training and payroll and firm performance. It was hypothesized that outsourcing-performance nexus is not uniform across all firms surveyed. A total of 94 manufacturing firms participated in the study. The results revealed that training outsourcing influenced firm performance. Further, training outsourcing led to high propensity to organizational innovation and enhanced stakeholder performance in addition to improving supplier-customer relations.

In another study, Cicek and Ozer (2011) analyzed the effect of outsourcing human resource on organizational performance. The author notes that human resource practices such as

outsourcing training and payroll positively contribute to the expected organizational performance by means of organizational strategies and culture. Similarly the findings of Norman's (2009) study indicated that training and payroll outsourcing influenced firm performance. Gainey and Klass (2003) while looking into outsourcing of training and development in the context of client satisfaction established that outsourced trainings have strategic importance to an organization. It is noted that human resource practice of training outsourcing remains a challenging decision for organizations (Chaudhuri & Bartlett, 2014). The authors embarked into a study and sought to determine the relationship between training outsourcing and employee commitment to organization. The study considered information technology firms in India and United States where data was collected. The study findings indicated that there was a positive relationship between the measures of employee perception of quality, usefulness and supervisor support for outsourced training with organizational commitment.

CONCLUSION AND RECOMMENDATIONS

The study found out that most Manufacturing Companies in Rivers State, Nigeria outsource various services and these allows them to focus on their own core competences by relocating limited resources to strengthen their core product or service and to strategically use outside vendors to perform service, activities that traditionally have been internal functions. The study found out that outsourcing of human resources by the manufacturing companies resulted in freed internal capacity, reduced commitment to full-time human resource expenses, focus of core activities, reduced commitment to fixed-costs, it ensures tap on specialists knowledge needed for the project, reduction of capital investment, flexibility in terms of accommodation of changes, high quality service delivery products, reduction of development costs and it ensures speedy delivery of service. All this led to an increase in profitability and quality service delivery of the company.

The study found out that the effect of outsourcing of human resources by the manufacturing companies on performance was increased productivity, flexibility, better quality service delivery of products, reduction in the operating cost of the firm, technology advancement and customer satisfaction. In conclusion this study concludes that human resources outsourcing significantly influence organizational productivity of manufacturing companies in Rivers State, Nigeria.

Based on the foregoing conclusions, the following recommendations are suggested.

Manufacturing companies should be cautious when dealing with the issue of human resource outsourcing in order to further improve organizational productivity. Particularly, the organization should outsource such services as advertisement, screening process and more so conducting interviews and selection procedures in order to not only save on costs but also enhance recruiting qualified and competent candidates able to integrate and fit in the organization. As such employee engagement would be enhanced.

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Leaders' Emotional Intelligence and Workplace Harmony in Manufacturing Companies in Port Harcourt, Rivers State, Nigeria

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Abstract: *This study investigated the relationship between leader's emotional intelligence and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria. The study adopted a cross sectional research design. Primary data was generated through structured questionnaire. The population of the study was 253 managers and supervisors from 25 manufacturing firms in Port Harcourt, Rivers. A Sample size of 155 respondents was calculated using Taro Yamane's formula. Spearman's rank order (ρ) correlation coefficient was utilized in testing the stated hypotheses with the aid of Statistical Package for Social Sciences (SPSS version 23.0). The finding of the study revealed a significant relationship between of leader's emotional intelligence and each of the measures (collaboration, teamwork and goal-attainment) of workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria. The study therefore recommends that managers in the manufacturing companies and other business organizations ought to be self-aware in dealing with their subordinates to attain effectiveness and efficiency.*

Keywords: *Leaders' Emotional Intelligence, Workplace Harmony, Self-Awareness, Collaboration, Teamwork and Goal Attainment*

INTRODUCTION

Manufacturing companies in Nigeria especially in Rivers State are beset with quite a few challenges which include power supply, regulatory issues, a multiplicity of taxes, and trade facilitation issues, country's infrastructural deficiencies, among others. Another challenge of modern-day business is the increased awareness on the part of employees about their rights and privileges. The rise in this awareness has become a pain in the neck of growing management to such concerns that it attempts to diminish the glory of capitalistic mindedness that once bestride the pathway to managing like a colossus (Nwinyokpugi, 2015). Workplace harmony seems to be affected by this development that the frequency of management-workforce conflicts is fast raising in many sectors of world economies.

The major challenge management faces in this scenario is principally how to secure employees' satisfaction, loyalty, productivity and harmonizing same in the organization, especially in the event of escalating industrial and economic crisis without undermining workplace harmony. This is pertinent because the employer's greatest concern is to ensure that workplace harmony exists in the organization, since there is a positive correlation between conflict and failed operational target, delayed projects and profits; thus, impeding the profit making and growth of the organization (Jinyemiena, 2008). A harmonious workplace that guarantees satisfaction of workers and employers' aspirations is essential for enhanced organizational productivity and growth (Osabuohien & Ogunrinola, 2007).

A dynamic business environment requires diverse strategic approaches to be adopted in order to manage workers effectively. The roles of leaders in enhancing workplace harmony in manufacturing companies in Nigeria have received wide attention in the literature of industrial relations. This is because many organizations in Nigeria are bedevilled with a myriad of industrial challenges caused by inefficient and ineffective leadership style or strained relationship between employer and employee, leaders and followers (Osamwonyi & Ugiagbe, 2013). Consequently, productivity in most organizations has comparatively been hampered due to frequent workplace disharmony. Workplace harmony implies a healthy and cooperative working relationship between employers and employees. The essence of the leaders involved in the running of an organization includes an understanding of the purpose of each other and the ability to effectively communicate with one another and interact freely so that the set objectives of the organization can be achieved (Jinyemiema, 2008). Akpoyovwaire (2013) stated that workplace harmony requires that all leaders and management personnel should understand their responsibilities and what is required of them, and have authority, training and possess traits (including emotional intelligence) necessary to discharge such duties and responsibilities efficiently.

Emotion has an impact on everything that people do. Emotions can lead to an increased morale amongst employees, but on the other hand, emotions can also prove to be destructive. Negative emotions, such as fear; anxiety; anger and hostility, use up much of the individual's energy, and lower morale, which in turn leads to absenteeism and apathy (Bagshaw, 2000 cited in Hayward (2005). According to Klausner (2007) an individual's emotional intelligence can be seen to dictate interpersonal relationships. Despite this, many managers in the workplace would rather steer away from dealing with emotional issues. Study carried out by Cooper (2007) shows that emotions that are properly managed can, and do have successful outcomes. Carefully managed emotions can drive trust, loyalty and commitment as well as increase productivity, innovation and accomplishment in the individual, team and organizational sphere (Cooper, 2007). Emotional intelligence first ever coined by Salovey & Mayer (1990) was not probably a unique one. Emotional Intelligence refers to the capability of organizing the sentiments intelligently. It further refers to frame of acquired expertise and skills that foresee positive result at dwelling, in school, and in the working environment (Smith, Heaven & Ciarroch, 2008).

Many studies have shown that emotional intelligence is the barometer to find out excellence and performance of one's job (Lanser, 2000). Human resource is the bottleneck of any establishment and to effectively understand and maintain relationships, emotional intelligence is significant. Unfortunately, this concept has not yet been targeted in Nigeria organizations but due to globalization, competitive pressures, changes in the work environment, frequent mergers and acquisitions, workforce diversity and increased dispute, it has become imperative to understand the phenomenon. As key individuals are leaving organizations due to emotionless behavior of leaders and there is also diversity in task force that requires emotional intelligence prevailing in our organizations to cope with this situation (Scarnati, 2001). Emotional intelligence is not only important for the organizations but also for personal life of individuals. It is important to not only understand our skills and abilities and then manage ourselves according to the situation but also, we can understand and manage emotions of other employees (Barsade, 2002).

From the studies conducted above, it is interesting to note that emotional intelligence has the tendency of enhancing workplace harmony, yet a number of extant researches have not remarkably examined the interactions of these variables. Also evidenced is the fact that none of the highlighted works was carried out in manufacturing companies in Port Harcourt, Rivers State, Nigeria, Nigeria hence the identified gap in literature. It is in attempt to bridge this gap that this study was embarked upon to ascertain the relationship between leaders' emotional intelligence and workplace harmony of manufacturing companies in Port Harcourt, Rivers State, Nigeria.

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

- i. What is the relationship between self-awareness and collaboration in manufacturing companies in Port Harcourt, Rivers State, Nigeria?
- ii. What is the relationship between self-awareness and teamwork in manufacturing companies in Port Harcourt, Rivers State, Nigeria?
- iii. What is the relationship between self-awareness and goal attainment in manufacturing companies in Port Harcourt, Rivers State, Nigeria?

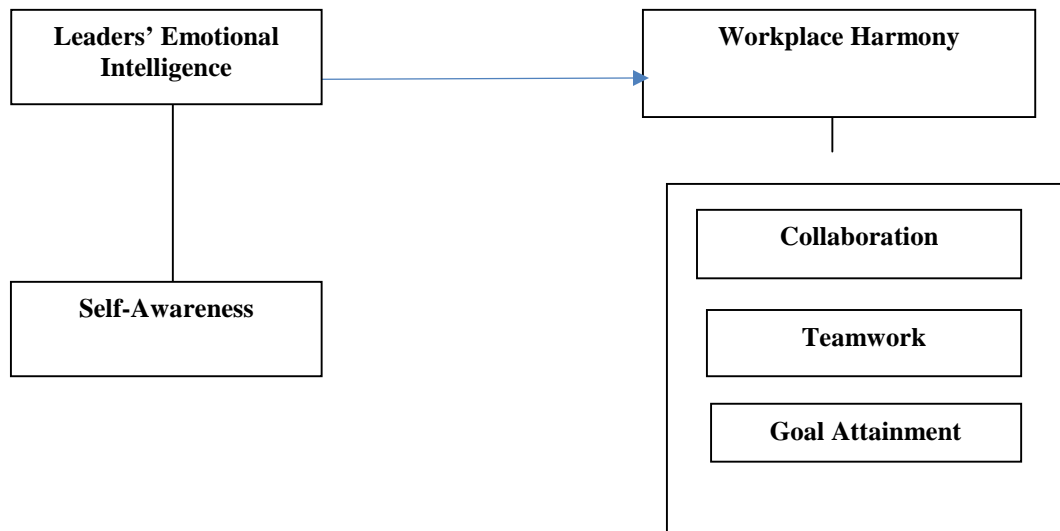


Fig.1 Conceptual Framework for the relationship between leadership emotional intelligence and work place harmony.

Source: Desk Research (2020)

LITERATURE REVIEW

Theoretical Foundation

Positive Psychology Theory

Seligman (2012) described positive psychology theory as focusing on “the study of positive emotion, of engagement, of meaning, of positive accomplishment, and of good relationships”. An aim of the positive psychology approach is to promote harmony or optimal functioning in individuals and institutions (Gable & Haidt, 2005; Seligman, 2012). The positive psychology approach to understanding workplace related harmony shows promise (Bakker & Schaufeli, 2008) and is one of the newest theories to be applied to work (Ashleigh & Mansi, 2012). This approach encompasses both a management focused emphasis on enhanced employee engagement and productivity as resulting from optimal conditions as well as an employee focused emphasis on personal well-being resulting from optimal conditions (Bakker & Schaufeli, 2008). The positive psychology approach focuses on recognizing and fostering positive organizational behaviour and individual strengths and the reciprocal nature of workplace conditions and individual strengths. Practical applications in the workplace are increasingly building on theoretical frameworks and research findings generated by the positive psychology approach (Ashleigh & Mansi, 2012). The individual difference characteristic of emotional intelligence, which has become a central concept in the positive psychology approach to the workplace, may be a platform for the development of intra-personal and interpersonal workplace characteristics such as collaboration, teamwork and goal attainment. Emotional intelligence is embedded in environmental and social contexts and thus falls into the positive

psychology conceptualization of the individual in the context of institutions and groups (Diener, 2009).

Self-awareness, empathy and self-regulation are core components of emotional intelligence, and may facilitate employees' mastery of workplace events and reactions to events, encouraging greater sense of power. The competencies comprising emotional intelligence may directly facilitate workplace harmony and may also indirectly impact workplace harmony through encouraging development of other qualities such as collaboration, teamwork and goal attainment.

Concept of Leaders Emotional Intelligence

The study of emotional intelligence evolved from the works of scholars such as Williams and Sternberg (1988), who stipulated broader approaches to understanding intelligence. Salovey and Mayer (1990) coined the term "emotional intelligence" and included Gardner's intrapersonal and interpersonal components in the construct. Goleman (2008) popularized emotional intelligence in the business realm by describing its significance as an ingredient for successful- business careers and as a crucial component for effective group performance. According to Mayer and Salovey (2007), Emotional Intelligence as the ability to perceive emotions, to access and generate emotions so as to assist in understanding emotions and emotional knowledge and to reflectively regulate emotions so as to promote emotional and intellectual growth.

In an early conceptualization, Gardner (1983) described emotional intelligence as consisting of adaptive skills, whereby an emotionally intelligent person has a deep awareness of his/her emotions and the ability to label and draw upon those emotions as a resource to guide behaviour. Subsequently, Salovey and Mayer (2000) provided a more comprehensive framework for expressing emotional intelligence. They stipulated that emotional intelligence is the accurate appraisal and expression of emotion both in the self and in others. Emotional self-appraisal includes the ability to identify and categorize one's own feelings through words or facial expressions (Caruso & Salovey, 2004). In relation to others, empathy forms the cornerstone of emotional appraisal through gauging of feelings in others, re-experiencing those feelings, and as a result, choosing socially adaptive responses. Mayer and Gaschke (2008) proposed that emotional intelligence is the adaptive regulation of emotion. In the self, regulation is the product of a regulatory system that monitors, evaluates, and, if necessary, changes moods. People engage in mood self- maintenance in which they try to maintain positive moods and suppress negative moods. Leaders who can arouse desired emotions in their followers have been termed charismatic (Wasielewski, 2005). Goffman (2009) underscored the significance of presenting oneself in such a manner as to control the impression formed in the minds of others.

Self-Awareness

Victoroff and Boyatzis (2012) mentioned that self-awareness knows one's internal state, preference, resources and intuition. It is not automatic to have the ability to recognize our personal moods and reactions when in the spot light, privately and still be able to remain conscious afterward whether in teams or individually (Goleman *et al*, 2002). Self-awareness also involves having a realistic assessment of one's abilities. People who have this strength are aware of their strengths and weaknesses, open to candid feedback from others, and willing to learn from past experiences. This courage comes from certainty, through self-awareness, about our capabilities, values and goals as cited by (Fatt, 2002). Self-aware people have the ability to accurately perceive own emotions and stay aware of them as they happen. This includes keeping on top of how one tends to respond to specific situations and people (Cheok & O'Higgins, 2011). Self-awareness is way beyond simply having adequate knowledge about ourselves but rather extends to being in position to interpret this knowledge for the purpose of learning more about ourselves (Dirette, 2010).

Concept of Workplace Harmony

Workplace harmony according to Ladan (2012) is a healthy and cooperative working relationship between employers and employees. The environment where a person carries out his job is very vital to the overall performance of such individual. This can go a long way to ascertain at the end of the day, the level of workers productiveness. It is such that, if the workplace environment is conducive, employees naturally work with less stress of what become of their wellbeing but if contrary, the expected output of the employee can easily be jeopardized. Nevertheless, it is no gainsaying the fact that internal conflict between departmental functions, co-workers, and even top management are becoming a normal happening in most organizations today. This has led to the collapse of several once viable organizations in the world today, particularly in this part of the world. Ensuring a conducive workplace environment that is harmonious in nature is one of the most difficult things to do, but with effective team work and collaboration between co-workers, employees and management, there is the tendency of achieving it. It is worthy to note that, the workplace of today is characterized by two opposing trends. On the one hand, employees are given leeway in the way they act and dress while on the other hand, the management's tendency to micromanage the employee way of life has significantly increased. Though the two are different aspects they are certainly related. The possible reason for the increased trend to micromanage is because, adjusting to the culture of the workplace, whether in a new organisation or not, can be very stressful and sometimes difficult. To make an individual adapt to the various aspects of the organization culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioural patterns of the boss as well as the co-workers, can be a lesson of life.

Measures of Workplace Harmony

Collaboration

According to Echaaobari, Adim and Ihunda (2018), collaboration is a “you win I win” strategy where one cooperates with the other party to find a resolution with mutually satisfying outcome. Collaboration aims at finding same solution that can satisfy both parties. It is based on a willingness to accept a valid interest of the other party whilst protecting one’s own interest. Collaborating aims to find a solution to the conflict through cooperating with other parties involved (Echaaobari, Adim & Ihunda, 2018). Hence, communication is an important part of this strategy. In this mechanism, effort is exerted in digging into the issue to identify the needs of the individuals concerned without removing their respective interests from the picture. Collaborating individuals aim to come up with a successful resolution creatively, without compromising their own satisfactions (Walker *et al.*, 2004). Collaboration plays a major role within conflict resolution and requires great courage and much consideration. Collaborating with the other party involves listening to their side, discussing areas of agreement and goals, and ensuring that all parties understand each other. Collaboration requires thinking creatively to resolve the problem without concessions (Jordan & Troth, 2004). Collaborators are usually admired and well-respected. Collaboration or Joint or mutual problem solving is a process of collaborating with others to resolve difficulties that are being experienced. The collaboration rule works when people are willing to collaborate, when there is enough time for discussion, when the issue lends itself to collaboration, where resources are limited and negotiation would be better, and when conflict and trust levels are not too high. The concern is to satisfy both sides. It is highly assertive and highly cooperative, the goal is to find a win/win solution.

Team Work

A team is a group of people working together to obtain a common objective. Teamwork involves the process of enabling the group of people to achieve their goals. It deals with steps such as clarifying team goals; identifying obstacles to achieving the goals; addressing the challenges identified and consenting to the achievement of the goals. Fajana (2002) states that teamwork is an integration of resources and input that work in harmony to achieve the goals of the organization, where roles are prescribed for each member of the organization, challenges faced in the same mode and close continuous incremental improvements. Katzenbach and Smith (2003) are of the view a team can be seen as a small number of persons, with a set of defined goals that are committed to a common purpose in which they hold themselves mutually accountable. The suggestion is that teams must be of a manageable dimension and that all members of the team should commit themselves to achieving the goals of the team. In addition, members of the team must be jointly responsible for their actions and the aftermath of these actions. The sum of the efforts made by each member of the team to achieve the goal of the team is called teamwork. In other words, teamwork is the backbone of any team.

Goal Attainment

Goal is the target the workplace wants to achieve. The concept of the workplace goal has evolved over time, but most theoretical discussions of workplace goals have emphasized their “normative” and “evaluative” function. Workplace goals have most commonly been employed as criteria for assessing effectiveness. Conceptualized in this way, workplace goals are in essence benchmarks used to evaluate the effectiveness of organizational behaviors and attained outcomes. Other conceptualizations such as the work motif (Blau & McKinley, 1999) or work objective (Krouse, 1972) also accentuate the normative function of workplace goals as the intellectual ethos or prevailing set of ideas concerning what architecture is and what it should accomplish (Blau & McKinley, 2009). Simon (1964) took the normative conceptualization of workplace goals one step further by representing them as “constraints” of organizational structure and behaviors. The challenge with a normative conceptualization of workplace goals lies in defining effectiveness criteria in a way that is not context-dependent. If workplace goals are unique to their context, then comparing goals across organizations would be like comparing the volume of one building with the architectural style of another. To facilitate our empirical analysis, we therefore articulate an alternative although still normative conceptualization of goals. We define workplace goal types as an evoked set of satisfying or policy constraints, where particular satisfying levels or targets are continually updated through compromise and achievement. Goal types are effectiveness criteria whose attainment requires performance of related actions. Our concept of workplace goal types includes such effectiveness criteria as increasing sales, improving profit, and speeding cash flow. As criteria for evaluating workplace performance and guides for workplace behaviors, workplace goal types must balance the conflicting interests of different types of stakeholders (Bourgeois, 1985). Short-term and long-term goals need to be balanced (Blau & McKinley 1999).

Leaders Emotional Intelligence and Workplace Harmony

In an era where speed is the key feature, enterprises as living organisms are forced through reorganization to constantly adapt to global business scene. The need for a new, different intelligence that will help managers perform better and leaders to guide and lead the Corporation/organization on new successful paths is more than ever necessary. The expanded emotional intelligence of a person's in the workplace is reflected through its ability to remain calm and focused in crisis situations, to choose the altruistic behavior towards the atomistic. Persons with high emotional intelligence pervaded by an optimistic approach to life in general (Brinia, 2008). The ability to recognize, understand and respond to the feelings of others might say that it requires a level of emotional “education”, which grows only through one's ability to recognize his own emotions and determines the cause. The way we think and act is influenced by our emotions, e.g. having positive mood we become more creative, open-minded, find solutions to problems rather than create more.

On the contrary, while we are experiencing negative emotions trying more to identify the mistakes of others, we are more focused in details and apply sterile criticism. In the literature it

is suggested that people with high emotional intelligence can better communicate their ideas, intentions and goals, which are crisp, positive, sensitive, features that are proved to be very important in the workplace. Emotional intelligence can contribute much in the workplace as more and more researches connect it with the creation of strong bonds and interpersonal relationships among employees in the workplace and scientifically documented the positive correlation of emotional intelligence with the successful results of an organization (Clarke, 2010; Rozell & Scroggins, 2010). According to Tarricone and Luca (2002) creating a progressive and supportive working environment requires a combination of technical skills and developed emotional intelligence. Specifically, they link the motivation with the organization's objectives achievement and argue that people, who work with passion and perseverance, take initiatives, show dedication, set common goals above personal, make decisions, and their interest in workplace achievements is sincere.

The study postulates the following hypotheses to be tested:

Ho₁: There is no significant relationship between self-awareness and collaboration in manufacturing companies in Port Harcourt, Rivers State, Nigeria.

Ho₂: There is no significant relationship exists between self-awareness and teamwork in manufacturing companies in Port Harcourt, Rivers State, Nigeria.

Ho₃: There is no significant relationship between self-awareness and goal attainment in manufacturing companies in Port Harcourt, Rivers State, Nigeria.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The population of the study was 253 managers and supervisors from 25 manufacturing firms in Port Harcourt, Rivers. Samples of 155 respondents were selected out of the population using Taro Yamane's formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1: Correlation Matrix for Self-Awareness and Measures of Workplace Harmony

			Self-Awareness	Collab.	Team Work	Goal Attain
Spearman's rho	Self-Awareness	Correlation Coefficient	1.000	.765 **	.791 **	.811 **
		Sig. (2-tailed)	.	.000	.000	.000
		N	1	180	180	180
	Collab.	Correlation Coefficient	.765 **	1.000	.802 **	.792 **
		Sig. (2-tailed)	.000	.	.000	.000
		N	143	143	143	143
	Team Work	Correlation Coefficient	.791 **	.802 **	1.000	.752 **
		Sig. (2-tailed)	.000	.000	.	.000
		N	143	143	143	143
	Goal Attain	Correlation Coefficient	.811 **	.792 **	.752 **	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	143	143	143	143

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

Source: Research Data, 2020 (SPSS Output, Version 23.0)

Table 1 presents Spearman's rank order correlation matrix to ascertain the relationship between self-awareness and measures (collaboration, team work and goal attainment) of workplace harmony of manufacturing companies in Port Harcourt, Rivers State, Nigeria. The study reported a positive correlation coefficient value of $\rho = .765^{**}$, $p = .000 < 0.05$ (alpha value) between self-awareness and collaboration in manufacturing companies in Port Harcourt, Rivers State, Nigeria. The study also reported a positive correlation coefficient value of $\rho = .791^{**}$, $p = .000 < 0.05$ (alpha value) between self-awareness and teamwork in manufacturing companies in Port Harcourt, Rivers State, Nigeria. In the same way, the study also reported a positive correlation coefficient value of $\rho = .811^{**}$, $p = .000 < 0.05$ (alpha value) between self-awareness and goal attainment in manufacturing companies in Port Harcourt, Rivers State, Nigeria.

Decision: The null hypotheses ($H_{0,2\text{and}3}$) were all rejected since the p-values obtained are less than the alpha value of 0.05. Therefore, we state that there is significant relationship between self-awareness and measures (collaboration, team work and goal attainment) of workplace harmony of manufacturing companies in Port Harcourt, Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between leaders' emotional indigence and workplace harmony of manufacturing companies in Port Harcourt, Rivers State, Nigeria. The findings of this study is in agreement with recent studies such as that by Dulewicz, Young and Dulewicz (2005), which shows that Emotional intelligence is closely associated with job performance, and that EI may be a more reliable

predictor of job performance compared to cognitive ability. These researchers investigated among other variables, the contributions of emotional Intelligence and Intelligent Quotient, on leadership and job performance within the British Royal Navy. They found that emotional Intelligence made a greater contribution to overall performance and leadership compared to Intelligent Quotient.

Similar findings were obtained in a study by Coté and Miners (2006) which examined the relationship between EI, Cognitive Intelligence (CI), and job performance among 175 managerial, administrative, and professional full-time employees of a large public university. EI was measured using the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT), while job performance was assessed using supervisory ratings based on a 5-item scale. Results found that CI moderated the association between EI and job performance. EI became a stronger predictor of job performance and organizational citizenship behavior directed at the organization (OCBO) as CI decreased. Results suggest that using CI tests alone to predict job performance entails risk, because employees with low CI can perform effectively if they have high EI. Similar support for the use of EI in predicting workplace performance across a variety of settings is found in the results of a study by Rozell, Pettijohn and Parker (2006) who examined among other variables, the effects of EI on sales performance. They found sales performance to be significantly related to EI. This finding empirically supports the notion that EI is directly related to performance on a variety of tasks. They concluded that EI is valuable for human resource development and a useful selection tool for salespeople. Such findings suggest that there is an increased likelihood for emotional intelligence to be equally important for the performance of service providers in rehabilitation schools.

CONCLUSION AND RECOMMENDATIONS

Self-awareness of leaders significantly influences collaboration, teamwork and goal attainment in manufacturing companies in Port Harcourt, Rivers State, Nigeria.

With the strong positive significant influence self-awareness has on each of the measures of workplace harmony, managers in the manufacturing companies the study recommends that manufacturing companies need train their managers in getting the competency of emotional self- awareness. This is because when managers are conscious of their emotions, they will be more efficient in handling employees and clients/ customers' of the organization.

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Human Intelligence and Organisational Agility of Head of Departments Tertiary Institutions in Rivers State, Nigeria

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Abstract: *This paper examined the extent to which human intelligence influence organizational agility of head of departments (HODs) of tertiary institutions in Rivers state. The researcher adopted the cross-sectional survey research design and a total of 45 HODs were sampled using the random sampling technique. The Spearman correlation statistic was used in testing the hypotheses formulated. A total of three (3) tertiary institutions were investigated. The findings indicated that human intelligence influences both the sensing and the speed agilities of the understudied heads of departments of tertiary institutions positively and significantly. Therefore, the study concluded that human intelligence can act as a tool in attaining organizational agility. It was recommended that tertiary institutions should develop an enabling environment to enhance the propensity of her HODs to display their intelligence as this will boost a deeper sense of interconnectedness, cohesiveness and harmony.*

Keywords: *Agility, human intelligence, speed agility, sensing agility*

INTRODUCTION

The world of business is evolving and unpredictable owing to changes that originates from its environmental elements, and as such, the need for managers and stakeholders of organizations to adequately position it for the achieve of stated goals and objectives with the sole aim of survival. This strategic interplay of responsiveness for managers is termed organizational agility. No wonder Bottani (2001) proposes that agility is a fundamental attribute for organization survival and competition. This assertion further stipulates that organizational agility will include actions, reactions, learning and unlearning which helps the organizations survive and stand strong/tall in business. An organization assuming an agility disposition is an effective strategy to gain market leadership position. Since human mind capabilities are limited in terms of grasping important changes that takes place in the environment surrounding it, so has the current business environment for any organization in the world become complicated and highly dynamic (Zain et al., 2005). The need therefore for organization to consolidate on and support high level performance through energizing human mind and effort (human intelligence) to survive the dynamism facing the organizations and its management.

Human intelligence is the general mental ability for reasoning, problem solving and learning, which integrates cognitive functions such as perception, attention, memory, language or planning (Whyte, 2016). Based on the above definition, intelligence relies on measures that are standardized via testing with those results in social outcomes such as educational achievement, job performance, health and longevity. The intelligence described here is human. Everyone is

created with some level of intelligence which serves as the basic intelligence for all. The basic intelligence can be nurtured and groomed into assuming another status of enhanced intelligence. In the unpredictable and competitive world of today, the organizations must have different competitive features to compete otherwise, they will move toward decline and eventually extinct from the business world. One of these features that organizations need in the turbulent environments of today is agility. Agility provides the organization with the possibility of quick response and compatibility with environment and allows the organization to improve its efficiency (Yeganegi & Azar, 2012). Organizational Agility (OA), plays an important role in the life of the organization as it provides personnel with knowledge, high skills, restructuring and organizational processes, employing new technology (Sherehiy, 2008).

Porter (1980) identified five basic elements which characterized the competitive intensity of an industry in the external business environment as, threat of entrant, threat of exit, suppliers bargaining power, buyers bargaining power and rivalry among competitors. Hence this study seeks to examine the relationship between human intelligence and organizational agility operationalized in speed and sensing agilities. The study objective therefore is as follows:

- i) to determine the relationship between human intelligence and speed as a measure of organizational ability.
- ii) ii) To determine the relationship between human intelligence and sensing as a measure of organizational ability.

Given the above identified objectives, the following research questions were posed as basis for assessment of the relationship between human intelligence and organizational agility.

- i. What is the relationship between human intelligence and speed as measure of organizational agility of heads of departments of tertiary institution in Rivers State?
- ii. How does human intelligence affect sensing agility of heads of departments of tertiary institution in Rivers State?

Figure 1: Showing the relationship between human intelligence and organizational agility.

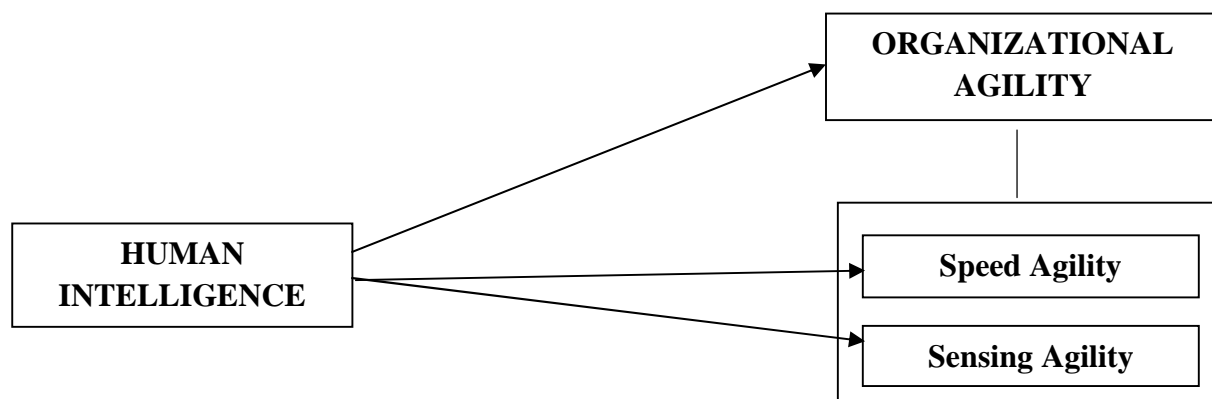


Fig. 1 Conceptual frame work of human intelligence and organizational agility.

Source: Desk Research (2021).

Based on the stated research questions, we therefore make the following hypothesis as basis to ascertain the relationship between human intelligence and organizational agility of heads of department tertiary institutions in rivers state.

H0₁: There is no significant relationship between human intelligence and speed as a measure of organizational agility of heads of department of tertiary institutions in Rivers State.

H0₂: There is no significant relationship between human intelligence and sensing as measure of organizational agility of heads of department of tertiary institutions in Rivers State.

THEORETICAL FOUNDATION: SOCIAL COGNITIVE THEORY (SCT)

Social Cognitive Theory (SCT) describes the interactions between person and their situation (Mischel, 1973). This theory focuses on how individuals interpret and respond to various situations. According to Davis and Powell (1992), individual and their environment are said to influence each other. SCT explains a triadic relationship where the individual psychological factor, their environment and the behavior they engage in are determinants that influence each other given but not simultaneously (Bandura, 1977a). It was also determined that employees might behave based on their observation of others which then leads to self-corrective judgments and improvement in self-efficacy (Bandura, 1977b). The past research on conflicts literature has examined behavior with environment (Peterson, 2002; Applebaum, Deguire & Lay, 2005) or personality with organizational culture (Judge & Cable, 1997). Thus the present study aims to fill in the gap by using the social cognitive theoretical lens as a baseline in analyzing the relationship between human intelligence and organizational agility.

HUMAN INTELLIGENCE

According to Whyte (2016), Human intelligence is the general mental ability for reasoning, problem solving and learning: intelligence integrates cognitive functions such as perception, attention, memory, language or planning. Based on the definitions, intelligence relies on measures that are standardized via testing with those results in social outcomes such as educational achievement, job performance, health and longevity. The intelligence described here is human. Everyone is created with some level of intelligence which serves as the basic intelligence for all. The basic intelligence can be nurtured and groomed into assuming another status of enhance intelligence.

The connection between intelligence and human body are inextricably connected, according to (Churchland 2012, and Searle 2015), intelligence is an emergent property of human body. Although, intelligence today is also system-based and not only of human organs; we must recognize that we need more input on our thinking processes, which are embodied in our senses and requires bodies to work. Cognition, problem solving and learning are critical aspects of human intelligence. People reason about everything from learning to problem solving. Modest and extremely complex social interactions can be learned during one's lifespan: there are general individual differences in thinking abilities, solving problems and learning. The future of humanity is in co-evolution with technology and technology plays an important role in augmenting human activities of working and learning. Sensory augmentations that can allow

people to perceive more, focus better and act more effectively are all strategies for augmenting, not just perception, but also intelligence. The senses are not always associated with intelligence, because the tendency for people when discussing intelligence is to think more or less in terms of the brain in the vat of early science fiction and philosophy.

ORGANIZATIONAL AGILITY

Researchers have strived in their individual and collective effort to give meaning to the idea agility in the organization, some researcher identified some factors as a stimulus towards agility in the organization is “change” (Tahmasebufard, Zangovienezhad & Jafari, 2000). Changes that now transpired faster than ever, may come to pass in the market completion, consumers technology and other social factors (Sharifi and Zhang 1999). Agility disposition as a fundamental attribute of an organization is basically aimed at enriching and satisfying the needs of customers definitely rightly and timely. Agility lay numerous merits for organizations, and such merits include, Ability to respond quickly, swiftly and effectively to the changing market need, high ability to provide customized products to satisfy customers, ability to provide new products to market at lower prices (Swafford, Ghosh & murthy 2006). Reduce production cost, increase customer satisfaction, elimination of non-value-added activities and increase competitiveness (Tseng & Lin 2011). Given the rapid and unpredictable changes, turbulence, hostility, and complexity of environmental elements. Agility is characterized as fundamental attribute for organizations survival and competition. (Bottani 2001). Indeed, organizations assuming an agility disposition are an effective strategy to gain market leadership position.

Speed Agility: The pace at which society and business world progresses, from which organizations need to take measures to maintain its market and remain in business. The speed of every organization is felt and could be measured using variety of factors such as, decision making time lag, innovative moves, responsiveness or responding to customers’ needs and process of task execution. Speed is a very important success factor in business. These days, chances are that most organization failure is as a result lack of adequate speed and not that they lack the right mix and competitive positioning. Failing organization simply lacks speed to catch up with prevalent trend and meeting the customers/ consumers need timely. Hence, Nima (2016), described speed as the ability to perform operations in the shortest possible time, speed also entails prompt supplies of new product to meet individual market need, distribution of new products into the market and quickened operation time.

Sensing Agility: For organization to remain afloat, it must consciously develop innate abilities that can enable her inspect, monitor and scan swiftly changes within the changing environment of the business world. Customer preferences changes and changes in systems such as technology and time is on its own evolving. Park (2011) posits that the task of sensing means the strategic monitoring of environmental events that could have an impact on organizational strategy. Competitive work and future performance, including several activities such as access to information related to events which shows environmental change on the one hand. Getting rid of trivial information, on the other hand, in light of predetermined foundations and rules (El-

sawyer 1985). This task related to decision making and its execution (Daft & Weick, 1984, Dutton & Duncan, 1985). Paraphrased, sensing is a must factor for organizational adaptation to prevalent changes that occur in the surrounding environment (Smircich & Stubbart, 1985).

METHODOLOGY

This study adopted the cross-sectional survey design, the population of the study comprise of all the heads of department in three tertiary institutions located within Port Harcourt metropolis, in Rivers State, Nigeria. They are namely; Port Harcourt Polytechnics, Rivers State University, and Ignatius Ajuru University of Education. The researcher sampled 45 heads of departments in these tertiary institutions, with each institution giving a total of 15 respondents within Port Harcourt metropolis in Rivers State Nigeria. The questionnaire consisted of 27 close-ended questions addressing human intelligence (7), speed agility (7) and sensing agility (7) respectively on a 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent), showing the level of perceptions with the content of each item. The structured questionnaire the relationship between artificial intelligence and organizational agility was tested using the spearman rank order correlation coefficient at 95% confidence level, to enable us arrive at a conclusion regarding the null hypothesis postulated earlier by the researcher.

FINDINGS

The study analyzed how human intelligence relates to the measures organizational agility. There was analysis of two measures (speed and sensing) against human intelligence respectively using the Spearman rank order correlation coefficient statistical tool via the SPSS software.

Hypothesis 1

Ho₁: There is no significant relationship between human intelligence and the speed agility of heads of department in tertiary institutions in Rivers state.

The test statistics used in testing the above hypothesis is the spearman's rank order correlation coefficient. The computation of the value of the test statistics as done using SPSS is represented in the table below.

Table 1. Spearman rank order calculation

Correlations			Human Intelligence	Speed
Spearman's rho	Human Intelligence	Correlation Coefficient	1.000	.530**
		Sig. (2-tailed)	.	.000
		N	45	45
	Speed	Correlation Coefficient	.530**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

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

Source: Survey data, 2021.

The statistics gave an r value of 0.530 which it gives from our scaled list a substantially marked correlation between the variables under investigation. The probability value from the table is 0.000, which implies that the variables are statistically significant. Therefore, we can reject the null hypothesis which states that “there is no significant relationship between human intelligence and speed as a measure of organizational agility”, and accept the alternative hypothesis, “there is significant relationship between human intelligence and speed as a measure of organizational agility”.

Hypothesis 2

Ho₂: There is no significant relationship between human intelligence and sensing agility of heads of department in tertiary institutions in Rivers state.

The table below shows the computed value for the above hypothesis using Spearman rank order correlation coefficient through SPSS.

Table 2. Spearman rank order calculation

Correlations			Human Intelligence	Sensing
Spearman's rho	Human Intelligence	Correlation Coefficient	1.000	.835**
		Sig. (2-tailed)	.	.000
		N	45	45
	Sensing	Correlation Coefficient	.835**	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

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

Source: Survey data, 2021.

The statistics gave an r value of 0.835 which it gives from our scaled list a highly marked correlation between the variables under investigation. The probability value from the table is 0.000, which implies that the variables are statistically significant. Therefore, we can reject the null hypothesis which states that “there is no significant relationship between human intelligence and sensing as a measure of organizational agility”, and accept the alternative hypothesis, “there is significant relationship between human intelligence and sensing as a measure of organizational agility”.

DISCUSSION OF FINDINGS

Association between Human intelligence and Speed agility

There is a positive and significant relationship between human intelligence and speed agility. The speed of every organization is felt and could be measured using variety of factors such as, decision making time lag, innovative moves, responsiveness or responding to customers’ needs and process of task execution (Ibrahim & Ribbers, 2009). This ability as noted by Chen and Chang (2010) is firm-specific and is a factor dependent upon the managers’ experiences, interactions and willingness to factor all stakeholders in one’s decision making process. No wonder Nima (2016) described speed as the ability to perform operations in the shortest possible time, which also entails prompt supplies of new product to meet individual market

need, distribution of new products into the market and quickened operation time. Though the human intelligence can't be likened to artificial intelligence in terms of speed, but Nima (2016) noted that from the above mentioned perspective of speed, the human intelligence becomes exceptional in these aspects of cohesiveness and facilitation.

Therefore;

- i. Human intelligence encourages the learning of shared values and the facilitation of intergroup cohesiveness in an organization.
- ii. Thereby decreasing clumsiness and increasing worker competence and resultant group cohesiveness.
- iii. Therefore, human intelligence enhances speed as a measure of organizational agility.

Association between Human Intelligence and Sensing Agility

There is a positive and significant relationship between human intelligence and sensing agility of heads of departments of tertiary institutions in Rivers state.

Park (2011) posits that the task of sensing means the strategic monitoring of environmental events that could have an impact on organizational strategy. Competitive work and future performance, including several activities such as access to information related to events which shows environmental change on the one hand. Getting rid of trivial information, on the other hand, in light of predetermined foundations and rules (El-sawy 1985). On the other hand, there are some scientists, researches and scholars who are quite pessimistic in the roles and influence of human beings and their intelligences at workplaces in relation to the detection of events and changes within the environment (Mahanta, 2017; Mahmodey, 2017; McFarlane, 2017). Therefore, having the sensing agility requires the ability to draw on the values, traditions, trends and customs of work groups with the aim of attaining targeted goals and objectives. Thus;

- i. Human intelligence shows and gives employees a sense of work compatibility.
- ii. Therefore, human intelligence increases the sensing agility of heads of departments in tertiary institutions.

CONCLUSIONS AND RECOMMENDATIONS

Based on the summary of findings, the following conclusion was made. The study concluded that human intelligence contributes positively and significantly to speed and sensing abilities in the understudied tertiary institutions in Rivers state. Therefore, this paper concludes that an increase and effective and efficient application of human intelligence results in a substantial increase in speed and sensing abilities within an organization.

From the conclusion above the following recommendations were made.

1. It was recommended that tertiary institutions should develop an enabling environment to enhance the level at which heads of departments apply human intelligence thereby boosting a deeper sense of interconnectedness and harmony; likely prerequisites for greater cohesiveness and ultimately competence.

2. Institutions should encourage heads of departments to always apply their human intelligence as this will build their sensing capabilities and institutional knowhow.

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Physical Workplace Environment and Organizational Citizenship Behaviour in Construction Companies Operating in Rivers State

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Abstract: *This study examined the relationship between physical work environment and organizational citizenship behaviour of construction companies in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The study population was 127 senior members of the construction companies and a sample size of 97 was arrived at through the Krejcie and Morgan sample size determination table. The hypotheses were tested using multiple regression analysis the aid of the Statistical Package of Social Sciences (SPSS). The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The result revealed a moderate and positive relationship between physical work environment and the measures of organizational citizenship behaviour (altruism and conscientiousness) of construction companies in Port Harcourt. The study concludes on the note that the condition of a workplace is a predictor of employees' job attitude of citizenship behaviour. The study recommends that managers should develop work settings that bear all the necessary conditions for comfort and hygiene that will stimulate employees' willingness for citizenship behaviours.*

Keywords: *Altruism, Conscientiousness, Physical Work Environment, Organizational Citizenship Behaviour*

INTRODUCTION

Studies on organizations have considered what workers are willing to dedicate to and offer the organization (Dorothea, 2012). Workers are usually open and disposed towards different work attitude while reacting to other inducing forces that persuade them towards positive or negative work behaviours. One of such attitudes, especially on the positive strand which workers can apply at work is organizational citizenship behaviour (OCB). Studies by Cohen and Vigoda (2000); Ertürk (2007) revealed that organizational citizenship behaviours (OCB) are imperative for the interpersonal relationships at work, and are required for the success of organizations because it stimulates several other desirable outcomes in favour of the organization. In fact, Organization Citizenship Behaviours are described as those discretionary individual behaviours that employees display which are above and beyond formal role requirements of the workplace and entirely at individual's discretion and volition. Moreso, they are often described as behaviours that "go above and beyond the call of duty". Not surprisingly, Organizational Citizenship Behaviours are considered to arise, at least in part, from intrinsic

motivation including a positive mood state and the need for affiliation or a sense of achievement. Yesufu, (2000) asserted that wealth of the nation as well as socio-economic well-being of its people depends on the effectiveness and efficiency of its various sub-components. Organizational Citizenship Behaviours have been defined as "individual behaviours that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of an organization" (Organ, 1988). They represent 'extra effort' by employees that is nonetheless essential for the effectiveness of the organization, especially where organizational performance is dependent on the interconnectedness and social networks of its people. Though it is not formally recognized by the reward system of an organization, it has the potential to contribute towards improving efficiency and effectiveness of an organization leading to increased competitive advantage.

Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess; especially in the construction sector which is a high risk environment. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. Pech and Slade (2006) argued that employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce towards positive behaviours. To establish and confirm how to satisfy employees and make them disposed towards citizenship behaviour has remained a great pursuit of management in several organizations. Therefore, pursuing this agenda by the creation of conducive workplace environment could offer great hope and should be of great interest to management of various organizations. Several studies have been done to investigate the predictors of organizational citizenship behaviour, (for example, employee morale (Organ and Ryan, 1995; Jaqueline, 2002); employee commitment (Podsakof, 1996), (Organ *et al.*, 2006) and culture (Gabriel, Peretemode & Musa, 2018); yet, most employees are reluctant in exhibiting such behaviour which implies there are gaps in the needs of employees that must be filled. It is on this backdrop that this study investigated the association of workplace environment and organizational citizenship behaviours.

The purpose of this study therefore was to examine the relationship between physical workplace environment and organizational citizenship behaviour in construction companies operating in Rivers State.

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

- i. What is the relationship between physical workplace environment and altruism in construction companies operating in Rivers State?
- ii. What is the relationship between physical workplace environment and conscientiousness in construction companies operating in Rivers State?

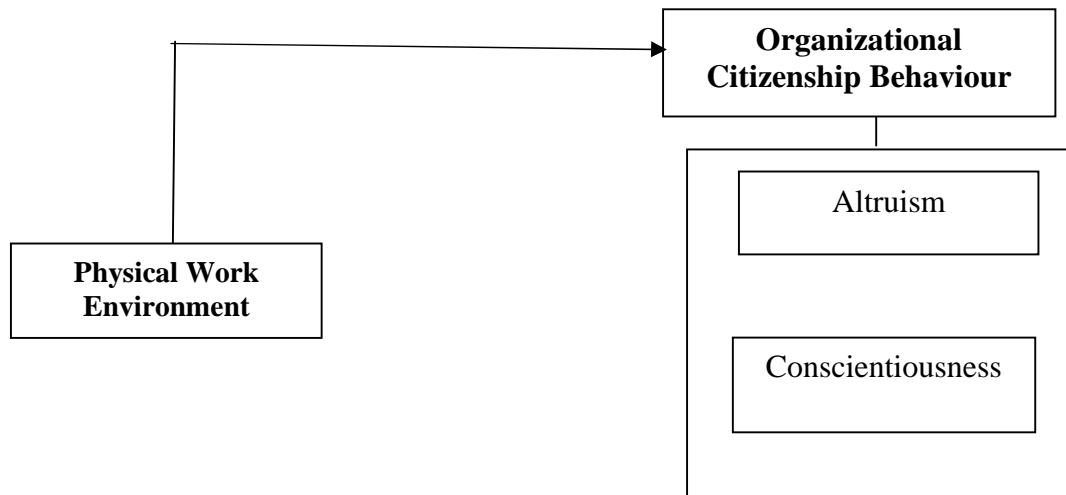


Fig.1 Conceptual Framework for the relationship physical work environment and organizational citizenship behaviour

Source: Desk Research (2020)

LITERATURE REVIEW

Theoretical Foundation

Frederick Herzberg's Theory

Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization. The theory is sometimes called the "Motivator-Hygiene Theory" and/or "The Dual Structure Theory." Herzberg described four basic states that could occur:

1. High Motivation/High Hygiene: Perfect state of happy, motivated employees.
2. High Motivation/Low Hygiene: Motivated employees who love the work but have lots of complaints.
3. Low Motivation/High Hygiene: Bored employees punching a clock for a Pay check.
4. Low Motivation/Low Hygiene: Employees not motivated and have many complaints.

Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off - satisfaction is temporary. Poorly managed organizations fail to understand that people are not 'motivated' by addressing

'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz & Schultz, 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else. Herzberg came to a conclusion that the aspects of the work environment that satisfy employees are different from the aspects that dissatisfy them. The theory points out that improving the environment in which the job is performed motivates employees to perform better.

Physical Workplace Environment

Workplace environment can be anything that exists around the employee and can affect how he performs his duties. Nitisemito, (1992) state that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. According to Sedarmayanti, (2003), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfort way. An attractive and supportive workplace environment is critical to job satisfaction. Workplace environment have numerous properties that may influence both physical and mental wellbeing. A quality work spot is fundamental to keep workers on their various tasks and work effectively. A good workplace is checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions makes the work station the best possible working conditions for employees to work with high level of satisfaction.

The physical working environment that deals with the physical or tangibles at the setting where job is performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting have been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks (Banbury and Berry, 1998).

The physical workplace environment setting can impact on the level and nature of social interaction between co-workers. The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place (Sundstrom, and Sundstrom, 1986). The physical environment may offer more or less physical safety. According to Oyetunji, (2014), Davenport (2005) posited that the physical workplace environment is the workspace or work stations where employees carry out their duties or roles. Haynes (2008) conceptualized the workplace environment as the extent to which employees perceive the immediate workplace surroundings as fulfilling their intrinsic, extrinsic and social needs and as a reason for remaining or leaving an organization.

Organizational Citizenship Behaviour (OCB)

Organizational citizenship behaviour (OCB) is a consequence of the work environment. OCB is also the reciprocal of the organization with employees, employees who are satisfied with their job will exhibit OCB. According to Organ (1988), OCB is an important factor that can contribute to the survival of the organization. Therefore, it is very important to understand the variables that significantly and positively assist in creating OCB (Endang & Irma, 2014). Organizational Citizenship Behaviour (OCB) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations (Thiruvankadam & Durairaj, 2017). OCB can also be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Rassuli, 2005), or a behaviour that exceeds routine expectations (Daniels *et al.* 2006).

Measures of Organisational Citizenship Behaviour

Altruism

This dimension refers to a selfless behaviour of people where they are concern for other individuals' welfare and rights, be more empathy and do things that will give benefits to others (Khan *et al.*, 2017). Originally defined by Organ (1988) as a discretionary behaviour to help other colleagues in accomplishing tasks and solving work-related problems. In other words, altruism is behaviour that directly aimed at helping a specific person and emphasized on motivates their co-workers either in doing their work or when they are having problems. Practising this behaviour leads to increase individual's performance as well as group efficiency (Sharma & Jain, 2014). Apart from that, as cited by Yen and Neihoff (2004), altruism will aid in teamwork and cooperation, thus further giving chance to the employees in improving their own knowledge. Therefore, it is proven that altruism is an important determinant of OCB (Muthuraman and Al-Hazi, 2017).

Conscientiousness

Sharma and Jain (2014) cited conscientiousness as spending adequate amount of time and effort that go beyond their formal job descriptions for the sake of individuals and group's efficiency. According to Organ (1988), conscientiousness is associated with behaviours of the employees such as punctuality, maintaining work attendance and following rules. They considered themselves as a part of the organization and hence, they know their limitations and responsibilities. Moreover, they are practising a discretionary behaviour in the form of adhering to rules and regulations of the organization, even without supervisory from authority or colleagues (Redman & Snape, 2005). Those who possess this trait will work extra hours, complete task before the dateline and avoid extended unnecessary break (Ehtiyar *et al.*, 2010).

Physical Work Environment and Oragnisational Citizenship Behaviour

The quality of work depends upon safe and healthy physical working conditions in determining employee's job behaviour. The organizational climate is an important indicator of employee behaviour as a combination of social and psychological factors. It is found that working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to positive behaviours and ultimately better performance of the employees (Scott *et al.*, 2000). It is reported that there is a positive correlation between perceived supervisor support and nurse occupation related outcomes (Hall, 2007). Kazmi *et al.*, (2008) examines the effects of stressful workplace environment on the performance of medical house officers. The results reveal an inverse relationship between job stress and job performance. High job stress in the house of officers' results in low job performance. Similarly, it is reported that perceived adequacy or inadequacy of workplace environment, both physical and psycho-social, extends noticeable effect on employees' job satisfaction, performance and perception of effectiveness of an organization (Srivastava, 2008). Being that employees have the tendency of reacting to the conduciveness or otherwise of their working environment, their work behaviour is usually a direct relation from what they feel about the environment. As such, these working conditions can affect the willingness to exhibit organizational behaviour. On this note, we hereby hypothesize as follows:

Ho₁: Physical workplace environment does not significantly associate with altruistic behaviour of employees of construction firms in Rivers State.

Ho₃: Physical workplace environment does not significantly associate with conscientious behaviour of employees of construction firms in Rivers State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self- administered questionnaire. The study population was 127 senior members of the construction companies and a sample size of 97 was arrived at through the Krejcie and Morgan sample size determination table. The hypotheses were tested using multiple regression analysis the aid of the Statistical Package of Social Sciences (SPSS). The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Table 1 Showed the Correlations Matrix on Physical Workplace environment and Organizational Citizenship Behaviour

			Physical Workplace environment	Altruism	Conscientiousn ess
Spearman's rho	Physical Workplace environment	Correlation Coefficient	1.000	.541	.790
		Sig. (2-tailed)	.	.000	.000
		N	83	83	83
	Altruism	Correlation Coefficient	.541	1.000	.855**
		Sig. (2-tailed)	.000	.	.000
		N	83	83	83
	Conscientiousn ess	Correlation Coefficient	.790	.855**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	83	83	83
		Sig. (2-tailed)	.002	.000	.000
		N	83	83	83

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

Source: Research Data 2020 and SPSS output version 23.0

The result of the Spearman Rank-order Correlation Coefficients (ρ) in the table 1 above showed the rank value of physical workplace environment ($\rho = 0.541$ and a P -value at 0.000 which is $P < 0.05\%$) showed a moderate positive and significant relationship with altruism, similarly, the rank value of physical workplace environment ($\rho = 0.790$) and a (P -value at 0.000 which is $P < 0.05\%$) showed a strong positive and significant relationship with conscientiousness.

Table 2 Multiple Regression Coefficients of Physical Environment and Altruism Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.878	.994		2.895	.005
	Physical Workplace environment	-.865	.173	-2.826	-5.005	.000

a. Dependent Variable: Altruism

Source: SPSS Output 22.0, 2020

Test of Hypothesis 1

Ho₁: There is no significant association between physical workplace environment and employees' altruistic behaviour of the construction firms in Rivers State, Nigeria.

Table 2 showed the correlation coefficients. The results showed that physical workplace environment with ($t_{\text{cal}} = -5.005 > 1.96$) at significance level of ($P\text{-value } 0.000 < 0.05\%$) had a strong negative and significant relationship with altruism. Thus, the null hypothesis is hereby rejected. Therefore, with ($t_{\text{cal}} = -5.005$ and $P = 0.000 < 0.05\%$) the study concluded that there is a strong negative and significant association between physical workplace environment and employees' altruistic behaviour. The $\beta = -0.865$ of physical workplace environment explains -0.86% variation of the criterion variable (altruism) in the construction firms in Rivers State, Nigeria.

Table 3 Multiple Regression Coefficients of (Physical, Social, Administrative Environment) and Conscientiousness Behaviour

		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	2.783	1.406		1.980	.051
	Physical Workplace environment	-1.089	.244	-3.082	-4.459	.000

a. Dependent Variable: Conscientiousness

Source: SPSS Output 22.0, 2020

Test of Hypothesis 2

Ho₂: There is no significant association between physical workplace environment and conscientiousness behaviour of the construction firms in Rivers State, Nigeria.

Table 3 above showed the correlation coefficients. The results showed that physical workplace environment with ($t_{\text{cal}} = -4.459 > 1.96$) at significance level of ($P\text{-value } 0.000 < 0.05\%$) had a strong negative and significant relationship with conscientiousness behaviour. Thus, the null hypothesis is hereby rejected.

Therefore, with ($t_{\text{cal}} = -4.459$ and $P = 0.000 < 0.05\%$) the study concluded that there is a strong negative and significant association between physical workplace environment and employees' conscientiousness behaviour. The $\beta = -1.089$ of physical workplace environment explains -1.08% variation of the criterion variable (conscientiousness behaviour) in the construction firms in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The test of hypothesis on physical workplace environment has revealed a moderate positive and significant relationship with the measures of organizational citizenship behaviour. By the reason of this finding, it is imperative to note that the physical condition of any workplace is very important and must be put to acceptable standard to encourage citizenship behaviour amongst employees. This result is corroborated by previous studies that found similar relationships. Physical workplace environment is the physical or tangibles elements at the setting where job is performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting have been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks (Banbury and Berry, 1998).

The physical workplace environment setting can impact on the level and nature of social interaction between co-workers. The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place (Sundstrom, and Sundstrom, 1986). The physical environment may offer more or less physical safety. A study by Barry (2008) found that whenever there is an improvement in the physical design of office building, productivity through employee performances is increased by about 5-10 percent.

CONCLUSION AND RECOMMENDATIONS

The study also found out that employees' behaviour was influenced by several work environment factors, that employees were satisfied to an extent with their physical work environment aspects like furniture, spatial layouts, lighting and noise levels. These aspects of physical work environment help improve employees' behaviour. They also felt that a better physical work environment would encourage them behave and perform better.

The study thus recommends that construction firms must ensure that its physical workplace environment contains the basic facilities and ambience that is befitting and conducive enough for human usage. In so doing so, employees will be disposed towards organizational citizenship behaviour

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The Mitigating Effect of Employee Engagement on Work Alienation: A Literature Review

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Abstract: *The most recent studies on employee well-being have unceasingly shown some clear indications of employee dissatisfaction or even alienation in the work places. Even though the general discussions of work satisfaction are mainly concentrated on the negative aspects and problems at work, simultaneously employees are feeling joy, happiness and felicity at work, in addition to sensing pride in working productively as a part of a team. Consequently, the theories of self-determination theory was implemented in this study, as it carry notable importance on finding the right track after being alienated from one's job and by helping to review the effect employee engagement has on workers' alienation through engaging employees' to being healthy and efficient in their own work position and pleased members of a work team. The main purpose for this paper is to present a conceptual review of the well-known and respected theoretical frameworks of alienation and engagement; and their association with each other. More importantly, this paper aimed to examine the concepts and dimensions of employee engagement as well as work alienation, consequences of work alienation and the effect of employee enlightenment on work alienation. The review findings disclosed that the studied employees are not aware of the sensation of work alienation, or are more likely, feeling particularly engaged into their work. The employees can be said to easily find enthusiasm towards to their meaningful work, with a great deal of enjoyment and motivation. All in all, this paper concluded that work well being among employees is much more than lack of alienation, as in this case, it occurs as high levels of engagement instead.*

Keywords: *Employee Engagement, Work Alienation, Powerlessness, Meaninglessness*

INTRODUCTION

In today's business world, increasing recognition of the necessity to maximize the potential of an organization's human resources, in the pursuit of the goals of increased productivity and innovative capacity, has led to effectiveness in the management of the employment relationship consequently becoming a priority aim for managers in organizations. (Nelson & O'Donohue, 2006) Also, the increasing worldwide phenomenon of employee alienation, a state where an employee faces separation from one's job (Kanungo, in Mikko 2015), and overall dissatisfaction towards work has made it clear that "keeping employees healthy and efficiently working over a long working life is becoming a central challenge for human resource

management”, as Harper (2012) notes in her article. Ever since alienation was introduced as a concept in management theory, it has been variously linked to issues such work engagement and satisfaction at work. (Hallberg and Schaufeli, 2006) This has made professionals realize, that preventing employee alienation and improving employee engagement are crucial in making the workforce to operate on highest possible level without sacrificing ethical boundaries.

Nowadays managers and business owners expect their employees to put in their maximum effort for the team, to show and take responsibility in their day-to-day work tasks; and to develop their skills and expertise on a daily basis. Simultaneously, employees are required to tackle enormous workloads at an intensive phase that can fortunately be more manageable with the help of work life innovations including satisfaction control and understanding of happenings. Yet, everything generating well-being is not essentially producing instant pleasure. Defeating the most difficult and challenging work tasks are usually considered to be the most satisfying and rewarding experiences by many employees. In other words, it is fair to say that work engagement primarily is not just fun, as in reality; the feeling of enjoyment is merely an outcome of coping and overcoming struggle, ultimately leading to success. (Hakanen, 2011).

LITERATURE REVIEW

Theoretical Foundation

Self-Determination Theory

The theory of work engagement, SDT, was formally introduced in the mid-1980s by Deci and Ryan (2004) to examine employee motivational factors. Deci and Ryan developed the SDT, which has been used in professional and academic research that relate to employee engagement. SDT relates to natural or intrinsic tendencies to behave in healthy and effective ways. Employee engagement and human behaviors have a connection to the SDT and the essence of work engagement (Deci & Ryan, 2004). An employee’s level of engagement derives from his or her being able to control personal behaviors and goals.

Disengagement and personal engagement are related to the SDT in that an employee’s behavioral state is a key driver of motivation to demonstrating behavior at the professional and personal levels. The engagement level of employees affects the productivity of an organization. The motivation level of an employee is related to job satisfaction. The emotional state of an employee also relates to motivation (Deci & Ryan, 2004). When employees begin to withdraw, and hide their identities, ideas, and feelings, they become disengaged and defensive, resulting in an adverse effect on work performance (Deci & Ryan, 2004).

Employee engagement strategies implemented by business leaders result in higher levels of employee engagement (Blattner & Walter, 2015), customer satisfaction, productivity, and profit (Bowen, 2016), and lower levels of employee accidents and turnovers (Barrick, Thurgood,

Smith, & Courtright, 2014). Business leaders adopt the concept of SDT to enable employees to hold positive attitudes toward their organization (Mowbray, Wilkinson, & Tse, 2014).

Employee Engagement

Employee engagement is critical to any organization. Deci and Ryan conducted the most influential study on employee engagement in 2004 (Berens, 2013). Deci and Ryan (2004) expanded on early work by differentiating between intrinsic and extrinsic motivation. Competence, autonomy, and psychological relatedness which are psychological needs, motivate the individual to initiate behavior essential for psychological health and well-being of an individual and if satisfied may lead to optimal function and growth (Deci & Ryan, 2004). The basic needs of satisfaction have been found to directly relate to dedication of employees (Vandenabeele, 2014).

Dedicated and meaningful work enables employees to realize how valuable they are within the organization and makes them engaged. Bolman and Deal (2014) suggested there is an opportunity for employees' autonomy when SDT is leveraged, and furthermore, employees can influence those around them. This influence transcends to the benefits of intrinsic rewards. Meaningful work will allow for an increase in employees' participation; however, it does not guarantee that the employee will be engaged. The need for autonomy, intrinsic rewards, and influence are required to achieve employee engagement (Bolman & Deal, 2014).

Employee motivation is attributed to the concepts of the SDT. La Guardia (2009) suggested that psychological needs form a sense of development of identity by intrinsic motivation, which results in the outcomes of interest and engagement. Using potentials and commitment can influence an individual's value, behavior, and goals, which are healthy factors for an individual's identity (La Guardia, 2009). Fullagar and Mills (2008) found a significant relationship between intrinsic motivation and flow experiences. Flow is the holistic sensation that employees feel when they are totally engaged within their work (Fullagar & Mills, 2008). The relationship between intrinsic motivation and flow supports considering engagement as the psychological need of autonomy.

Assessing demographic characteristics as they relate to employee engagement provides knowledge of demographic trends within the labor force (Buttner, Lowe, & Billings-Harris, 2012). Business leaders can engage younger workers by monetary compensation. Younger workers leave their organizations for lack of monetary compensation even when the occupation is consistent with their needs and desires (Butler, Brennan-Ing, Wardamasky, & Ashley, 2014). Millennials are not willing to make personal sacrifices for a career and are less loyal to their organizations (Festing & Schafer, 2014). Baby Boomers are less prone for monetary reward and more to processes and loyalty to their organization (Saber, 2013). Business leaders can engage Baby Boomers by ensuring a long-term contract and a process-oriented organization (Saber, 2013). Millennials are more likely to turnover when they feel there is no opportunity for promotion or increases in pay within the organization (Hayes, 2015).

Therefore, when considering dismissal or disengagement strategies, human resource practitioners may better serve their organizations by dismissing a Millennial rather than a Baby Boomer (Hayes, 2015).

The failing global economy has created a huge shift in the way business takes place (McCuiston & DeLucenay, 2010). Employee engagement matters to both the employee as well as the organization. Employees can utilize contract agreement provisions to impede the attainment of the organizational goals and objectives. Management's capability to leverage employee engagement strategies is essential in an organization. Cooper-Thomas, Paterson, Stadler, and Saks (2014) establishing that high levels of expectations and frequent performance reviews can increase employee participation and cooperation. The scarcity of resources has lead organizations to think more about reducing costs and increasing productivity and efficiency. Reduced variation in processes can reduce cost over time as it relates to process improvement (Emrouznejad, Anouze, & Thanassoulis, 2010); however, an organization must continue to incorporate processes that enhance employee engagement. McCuiston and DeLucenay (2010) noted short-term cost cutting processes are not uniformly successful.

Employee engagement has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra, Boynton, & Mishra, 2014). This aspect challenges management because engagement is a critical element in maintaining the organization's vitality, survival, and profitability (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management [SHRM], 2014). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; Cooper-Thomas et al., 2014; Vandenabeele, 2014).

Bakker and Schaufeli (2002) define work engagement as a three-dimensional emotion describing the feelings employees are dealing in their work life. According to their theory, the three positive sensations are vigour, dedication and absorption. First dimension vigour is defined as a state where employee experiences high energy levels and mental strength at work, is keen on devoting itself to the tasks and persistence when dealing with challenges and difficulties. (Schaufeli et al., 2002). Dedication, as an engagement dimension, represents the employees' feel of significance, inspiration, pride, challenge and enthusiasm towards his/her work. Kanungo (1992) used the term involvement, instead of dedication, in his psychological studies. Schaufeli and Bakker (2002) describe dedication having more depth in quantitative and qualitative sense, as dedication is stronger than normal level of involvement.

The final dimension of engagement, Absorption, is characterised by employees' full concentration and fixation in his/her work, where one finds difficulties detaching itself from

work. Previously mentioned, “flow-state” has some resemblance with absorption, as it has been explained as “a state of optimal experience that is characterized by focused attention, clear mind, mind and body unison, effortless concentration, complete control, loss of self-consciousness, distortion of time, and intrinsic enjoyment” (Schaufeli et al., 2002). However, as mentioned earlier, flow-state is merely a temporary state, in contrary to engagement.

All things considered, Woods and Sofat note, that all of the three dimensions reflect to the Kahn’s (1990) proposal of engagement elements: physical-, cognitive- and emotional levels. Physical level is corresponded by vigour, absorption links with cognitive aspect, whereas dedication relates to the emotional aspect. (Woods & Sofat, 2013) Coffman and Gonzalez-Molina (2002) alternatively call attention to management possessing a remarkable responsibility of controlling these psychological conditions, in addition of asserting that employee engagement is variable and it does individually differ in every workplace.

Concept of Work Alienation

Hoy, Blazovsky, and Newland, in Ayşe, and Meltem (2016) define work alienation as “the reflection of individual’s feelings created by disappointment experienced due to employment conditions at the work place”. They also state that this concept expresses the dissatisfaction experienced by the individual as to the individual’s status in terms of authority and the others in the organization, opportunities for professional development and change, recognition and acceptance by the superiors and doing his/her work consistently with career expectations. Blaunner in Ayşe, and Meltem (2016) defines work alienation as the result of an organization’s inability to provide conditions and environments such as autonomy, responsibility, social interaction and self-realization that present the value of individuals as human beings.

According to Akgün in Ayşe, and Meltem (2016), there are modern dilemmas caused by the inability to create alternative solutions against the problems generated for the individuals by organizational and technological structures, by economic weaknesses, rapid life rhythms, responsibilities encumbered on the individual by the management and production styles and being isolated from management despite responsibilities. In light of these dilemmas, work alienation can be defined as the state of incapability, meaninglessness, inconsistency and insolubility created by the formation of unfavorable circumstances in place of ideal norms, internal dilemmas in place of external responses, passivity in place of activity and replacing the means with the ends.

It is apparent that work alienation can be caused by the things that the employees produce (the product), work relationships, the appearance that the organizational structure neglects humanism, administrative and inspectorial styles and technological constructs. In a general sense, work alienation can be affected by an individual’s affective and cognitive moods. In general, it can be said that work alienation results from individual, social and cultural factors. In line with these explanations, work alienation can be defined as finding the current job meaningless, inability to receive satisfaction from work related relationships, feelings of

loneliness, incompetence, weakness, losing hope for the future and perceiving the self as a simple cogwheel in the system Elma (2003).

Alienation exists almost in all of the organizations of social life with different reasons, by emerging in different types and creating different results and it affects the system in which it exists. In school staff, students or parents, alienation in educational organizations generates disinclination towards and distancing from tasks that are required. Research shows that the bureaucratic structure of schools, crowded classrooms, dense curriculum, heavy work load, lack of democratic processes in administrative structures, teaching information that will be useless in life and external determination of teaching processes create alienation in education Erjem (2005). Development of feelings of alienation in teachers who strive to keep social existence and provide better life conditions negatively affects their behaviors in the teaching-learning process. Alienation hinders teachers' creativity, being role models for their students and the society, professional development, contribution to social development, efficacy in teaching-learning process, productivity in teaching services and cooperation with the school administration and other colleagues Bayındır (2003).

The term alienation, as itself, has many different use variations in several different fields or contexts. One example of alienation is "when a child expresses unjustified hatred or unreasonably strong dislike of one parent, making access by the rejected parent difficult or impossible", which is called parental alienation. (Warshak, 2003). Moreover, in performing art environments, alienation refers to "playing in such a way that the audience is hindered from simply identifying itself with the characters in the play. (Mikko, 2015). When turning our attention to human resource management, Mikko (2015) emphasizes that, it is critical for management to realize that the alienation of organizational members is a form of sickness that can, and should, be avoided. Work alienation as an experienced psychological state of the individual worker represents a cognitive separation from one's job and other work related contexts or a sense of frustration and the accompanying negative affect, resulting from the perceived failure to achieve one's objectives through job and organization related behaviours. It can also be a manifest behavioural state of apathy (Mikko, 2015).

At individual level alienation can be linked with psychosomatic illness (Kornhauser cited in Mikko, 2015), job dissatisfaction, job stress, anxiety, depression and other forms of psychosomatic illness. (Kanungo cited in Mikko, 2015). In comparison, at the organizational and societal levels, such human conditions are manifested in low productivity, low morale, high absenteeism and turnover, and various forms of social maladies such as increased crime rates, sabotage attempts, increased health care costs, depressed economy (Kanungo cited in Mikko, 2015).

Dimensions of Work Alienation

The first takes on alienation as a concept date back the 19th century, so it is fair to say the concept has a very long past. As Kanungo in Mikko (2015) states in his book, George Friedrich Wilhelm Hegel and Karl Marx can be considered the ‘founding fathers’ of alienation. Building upon Hegel and Marx, sociologists, psychologists and other social scientists have used the alienation concept in numerous studies. (Tummers and den Dulk, 2013) As a result, a number of different meanings have been attributed to the term, thus the Table 1 has been gathered up by Nair (2010) to summarize all the key definitions of alienation. Correspondingly, Fromm and Horowitz in Mikko (2015) suggest that alienation indicates to sense of separation from work, whereas Hirschfeld & Field (2000) calls it disengagement from work. As Nair (2010) identifies it, “the most basic understanding of alienation involves a separation or estrangement and given the varying targets of this separation, work alienation is defined here as *estrangement or disconnect from work, the context or the self.*” (Nair, 2010). In an attempt to make the concept clearer, Seeman (in Mikko (2015) suggested five major variants of alienation: powerlessness, meaninglessness, normlessness, isolation and self-estrangement.

Powerlessness in the most general and social sense refers to a perceived lack of control over important events that effect one’s life, according to Kanungo in Mikko (2015). This was also similar to Marx’s view and main concern of work alienation. Second variant of alienation, meaninglessness refers to the individual’s sense of understanding of the events in which he or she is engaged, according to Seeman in Mikko (2015). Meaninglessness may occur “when workers are not able to understand the complex system of goals in the organization and its relationship to their own work”. In conclusion, when workers are required to work with simple tasks, which do not involve any responsibility, it often leads to losing the sense of purpose for the workers making the job become meaningless (Kanungo cited in Mikko (2015).

According to Mikko (2015) the third variant of alienation is derived from Durkheim’s description of “anomie” and refers to a condition of normlessness. The fourth dimension of alienation is isolation. Isolation is associated with people ‘who assign low reward value to goals or beliefs that are typically highly valued in the given society. Fifth and final dimension of alienation is *self-estrangement*, which, as the term suggests, refers to the sense of estrangement from self. Seeman in Mikko (2015) defines self-estrangement as “the loss of intrinsic meaning or pride in work. All the mentioned dimensions considered, alienation is a multidimensional concept, although placing key focus on powerlessness and meaninglessness. (Seeman, in Mikko 2015) All the other dimensions represent a more social variety of alienation, which do not carry as much value, as it can be seen as a too philosophical approach for being alienated from the world of work in general.

Consequences of Work Alienation

Work alienation can have some serious consequences on employees’ attitudes towards work and is mostly negatively associated with job performance. (Clark, Halbesleben, Lester, & Heintz,

2010) The aforementioned study made by Hirschfeld and Field (2000) established a negative relation to passive performance at work, which can also be comprehended as organizational commitment. Work powerlessness and especially meaninglessness, have a significant negative influence on employees' organisational commitment. In other words, when an employee feels alienated it reflects harmfully on their work commitment. According Laskhmi (2013) the same perception was found in a study of manager's role on employee alienation. Employee alienation also has been proven to have a negative influence on employees' careerism, partially through career dissatisfaction. (Chiaburu, De Vos, & Diaz, 2013).

Meaninglessness also revealed to have a negative influence on work to family enrichment. For instance, when employees feel their work to be meaningless and not worthwhile, they experience less spillover effect from work to their family life. It also has been exposed that if these two dimensions, powerlessness and meaningfulness, are present at work, it will do harm on employees' work effort. Especially in cases where employees feel that their work has no meaning, they are less inclined to put effort in their daily work. All things considered work meaninglessness in particular has a strong influence on organizational commitment, work effort and work-to-family enrichment. (Hirschfeld & Field, 2000)

An alienated employee suffers several adverse ramifications. An alienated employee particularly suffers from low quality of work, production, cooperation, motivation, and organizational commitment. He/she would suffer deficiencies in organizational identification and job involvement. He/she would liable to excessive absenteeism, feeling of purposelessness, disruption of work activities, changes in job designation, more indulgence in immoral activities. He/she would suffer a sense of fatigue along with other health issues; they would feel distant from colleagues, they would have lack of interest in achieving organizational targets and unable to shoulder their responsibilities (Ceylan and Sulu, 2010; Valadbigi and Ghobadi, 2011).

Organizational Commitment

The employees' connection with, and attitude towards the organization is linked to the organizational commitment and its three dimensions that include affective, normative and continuance commitment (Salahudin et al., 2016). Work alienation is one of the key factors that has a major foremost effect on the commitment towards organization. Despite being a significant relationship in this scenario, the body of available research on this topic is quite limited. However, a research study was conducted in Istanbul's in health care context shows that work alienation acts as a mediator between organizational injustice and organizational commitment. According to the research results, among 383 healthcare professionals in public and private hospitals, the organizational commitment was found to be greatly affected by work alienation (Sulu et al., 2010). Similarly, the outcomes of research done by Tummers and Den Dulk (2013) showed that among the 790 of the national samples of midwives in the Netherlands, work alienation acted as the most important factor of organizational commitment.

Job Satisfaction

The term job satisfaction describes the general emotions an employee has towards his or her job, which can be either positive or negative in nature (Robbins, 2005). According to Locke in Ahmed, Mohammed, Omar, and Islam, (2019) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Cook and Heptworth in Ahmed, Mohammed, Omar, and Islam, (2019) perceive job satisfaction as the extent to which people enjoy their jobs. It is an effective response based upon the degree to which a job caters to various factors, both intrinsic and extrinsic, as valued by the individual employee (Henne and Locke, in Ahmed, Mohammed, Omar, and Islam, (2019). Intrinsic work values refer to the degree to which employees value immaterial aspects of their jobs that allow for self-expression as important (Taris and Feij, 2001). Extrinsic work values refer to the degree to which employees value material or instrumental work aspects, such as salary and opportunity for promotion, as important (Taris and Feij, 2001). In recent literature, a considerable negative relationship has been found between job satisfaction and the phenomenon of work alienation (Siron, Muttar, Ahmad, & Tarsipan, 2016). This relationship between work alienation and job satisfaction has also been analyzed by several other researchers like Siron, Muttar, and Ahmad (2015). The study results of these researchers have proven the presence of a major negative relationship between work alienation and both intrinsic and extrinsic job satisfaction. Sirin et al. (2011) has also confirmed the significance of negative relationship between work alienation and job satisfaction. Similarly, in their study, Fedi et al. (2016) proved the substantial link between work alienation and job satisfaction. Moreover, they also argued that work alienation affect job satisfaction.

Organizational Citizenship Behavior

Organizational citizenship behaviors (OCBs) are defined as the individual and open actions conducted by employees that are excluded from their formal job description (Campbell Pickford and Joy, 2016). Work alienation acts as a mediator variable in the relationship between employees' views of person-organization fit and organizational citizenship behavior. According to the findings, three dimensions of work alienation that are powerlessness, meaninglessness, and selfestrangement act as mediators between the person-organization fit and organizational citizenship behavior. This affirms that the organizational citizenship behavior is negatively affected by work alienation.

Job Performance

Yozgat *et al.* (2013) argues that due to global advancements, the economic and work environments are also changing rapidly and this has consequently resulted in an enhancement in the job performance of employees, and organizational performance has become more critical. Moreover, one of the most sought after organizational goals at managerial positions has been a high level of work performance given by the employees (Siron et al., 2015b). Identification of accurate metrics and indicators of performance is the main goal of various business organizations in today's times. This is done by providing accurate results that assist all employees in performing their roles that are helpful in the success of the organization. There

are extremely competitive business environments present today with leaders requiring reliable information to lead their companies with a clear vision (Aldulaimi and Obeidat, 2016).

Shantz *et al.* (2015) has argued that a negative relationship is present between job performance and work alienation, which can be better explained by the affective events theory (Weiss and Cropanzano, 1996). According to this theory, negative emotions developed by an employee makes him less dedicated to his work; thus resulting in low performance. Marx stated that work alienation results in the emergence of negative emotions because he does not feel any inspiration to work for the organization and has a sense of misery along with physical exhaustion and mental violation at work, as he feels out of place (Marx, in in Ahmed, Mohammed, Omar, and Islam, 2019). Very few researchers like Clark *et al.* (2010) conducted experimental studies regarding to the assessment of this relationship. Moreover, there has been a lack of accurate empirical studies that are related to the direct relationship present between the work alienation and job performance as has been stated by Muttar, Ahmad and Siron (2015).

CONCLUSION

Notably, human being is a social animal and if they do not accept each other, if they do not work with each other, and if they do not communicate well with each other, it can reveal the feeling of helpless, feeling that the world is empty or meaningless, feeling left out of conversations or events, feeling different or separate from everyone else. Work alienation can have some serious consequences on employees' attitudes towards work and is mostly negatively associated with job performance. Based on the reviewed literature work powerlessness and especially meaninglessness, have a significant negative influence on employees' organisational commitment. In other words, when an employee feels alienated it reflects harmfully on their work commitment and to reverse this employee engagement becomes a veritable tool in mitigating workplace alienation.

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Employee Retention Strategies and Employee Proactive Behaviour of Selected Deposit Money Banks in Lagos State, Nigeria

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Abstract: *Employees are a crucial resource for any organization, and the company's failure or success is often linked with its ability to attract, retain and reward talented and capable employees appropriately. The retention of skilled employees can be considered an important advantage source for any organization. However, due to the high rate of labour turnover, many deposit money banks have been suffering from the unstable management support, work environment issues, compensation package and career development challenges which negatively affects employee proactive behaviour. In spite of various studies on employee retention strategies and firm performance, not much attention has been given to test the effect of employee retention strategies on employee proactive behaviour in the banking sector. Hence, this study examined the effect of employee retention strategies on employee proactive behaviour of selected Deposit Money Banks in Lagos State, Nigeria. Survey research design was adopted. The population was 568 directors, top management staff and human resources managers of six selected deposit money banks in Lagos State Nigeria. A sample size of 292 was found usable. Stratified random sampling was adopted. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.76 to 0.88. The response rate was 86.9%. Data were analyzed using descriptive and inferential statistics. Findings revealed that employee retention strategies had significant effect on employee proactive behaviour (Adj. $R^2 = 0.349$; $F(4,249) = 34.853$, $p = 0.000$). The study concluded that employee retention strategies dimensions had significant effect on employee proactive behaviour of the selected Deposit Money Banks in Lagos State, Nigeria. The study recommends that managers with proactive personality should be allowed to lead banks so as to ensure their survival in the fiercely competitive industry by creating environment that will be favorable for their success by anticipating and leading change.*

Keywords: *Employee retention strategies, Management support, Work environment, Compensation packages, Career development, Employee proactive behaviour.*

1.0 Introduction

Deposit money banks are well-known for their important role in securing credit, exchanging capital, lending to individuals, companies, and businesses, and serving as an intermediary between a country's central bank and businesses in any economy (Chiekezie, Emejulu, & Nwanneka, 2017). Every emerging and developing economy benefits from the banking sector's competitiveness and growth, and the attitude of its employees is critical to this effect (Ahmed, Majid, Al-Aali, & Mozammel, 2019). Proactive workers are important in the banking industry because they are on the front lines in working with customers, serving as channels for funds from savers to creditors for investment, which is a critical component of economic growth. Employee proactive behavior, particularly in banks, is crucial in determining whether or not the bank is on the right track (Hamid & Shahril, 2016). Despite the progress and accomplishments

of banking and financial institutions, deposit money banks, particularly in Nigeria, continue to face challenges in terms of employee proactive behavior toward work and customers. Low dedication, low work satisfaction, poor constructive conduct, and low employee loyalty are all evident in employee proactive behaviour issues (Baba, Yaakop, Bachok, Chiekezie, Emejulu & Nwanneka, 2017; Hamid & Shahril, 2016).

Globally, the subject of employee proactive behaviour has received attention from researchers as well as organisational stakeholders who hold a different perspective on the issues surrounding employee proactive behaviour in the organisation (Islam, Hasnath, Sakib, Rafi, Nower & Rahman, 2019). From the western world, the proactive behaviour of employees in the banks has been of great concern as it is quite a struggle for some of these firms to survive with poor proactive behaviour on the part of employees (Kaur & Bala, 2017). Recent failures and the collapse of high profile institution like Barings Bank, Tyco Plc, Bernie Madoff Plc, Freddie Mac Plc, Enron Plc, and WorldCom Plc are traceable to decline in employee proactive behaviour (Umar & Dikko, 2018). In Africa, as a result of the coronavirus pandemic, the financial sector is facing a very large recession, the likes of which have not been seen for 25 years. This has plunged more than 20 million jobs and many livelihoods at risk, and pushing millions into poverty often resulting in poor proactive behaviour among employees in the banks (Olanrewaju, Van Der Westhuizen, & Awotunde, 2019). The development above has been attributed to poor employee proactive behaviour towards the job in the banks. Lack of management support, inadequate work environment, volatile compensation packages and employee career development has negatively impacted employee proactive behaviour leading to the downfall of banks employee attitude of many banks around African countries, as a result, a majority of the employed population find themselves in informal jobs, which are characterized by low pay and lack of social protection (Aksoy, 2019).

In Nigeria, the banking sector has potentials for poor proactive behaviour from employees due to poor human resource development practices such as career development, unattractive compensation packages and employee retention: evidence from the Nigerian banking industry such as lack of management support and satisfaction occasioned by adjustments in the industry abound (Chiekezie, Emejulu, & Nwanneka, 2017). There have been many justifiable factors that affect retention, such as management support, work environment, compensation packages and career development (Kurdi & Alshurideh, 2020). Poor proactive behaviour on the part of the employees is costly, lowers productivity, kills morale, losses customers to competitors and tends to get worse if it is not urgently addressed, hence, constitutes challenges (Kurdi & Alshurideh, 2020). According to the National Bureau of Statistics (2018), many factors have led to some qualified personnel who possess the right knowledge, skills and abilities to leave banking and find greener opportunities in other lucrative sectors of the Nigerian economy. Some of the issues identified are management support, work environment, compensation packages and career development have been responsible for the incessant turnover in the Nigerian banking sector. All these factors have made employee retention a major issue of discussion in the banking sector (Kanyurhi & Akonkwa, 2016). However, the employee proactive

behaviour of most banks cannot be achieved without proper manpower. Thus, the increasing significance of people to organisational success has been observed to have corresponded with the rise of employee retention strategies as a field of study on a global scale.

In the last two decades, extant studies (Bilal, Waseem & Ali, 2020; Mbugua, Waiganjo, & Njeru, 2015; Mojambo, Tulung & Saerang, 2020; Nyaema & Wambua, 2019) have shown that employee retention strategies are likely to be one of the most important determinants of employee proactive behaviour. Samuel and Chipunza (2019) assert that the need to take into account adequate staff retention strategies as a basis for employee proactive behaviour is equally important. This is because it is possible that even where competent employees are employed in an organisation and adequate strategies to retain them are not put in place, the organisation is likely to experience frequent labour turnover resulting from staff absence of proactive behaviour. This means that the lack of adequate employee retention strategies is more likely to affect negatively employee proactive behaviour in the banking sector (Samuel & Chipunza, 2019). The attraction, retention and development of skilled banking employees need to be given priority from a strategic point of view because it is through the employees that banking institutions can achieve their strategic objectives and goals.

Several studies have been carried out on employee retention in developing countries. In Nigeria, such studies have tended to focus on the manufacturing sector, health workers, small and medium-sized enterprises and teaching staff (Sutanto & Kurniawan, 2016). The various studies on employee retention in the developed countries dwell on organisational factors, job satisfaction and human resource factors (Kanyurhi & Akonkwa, 2016). Thus, there is inadequate empirical evidence on how management support, work environment, compensation packages and career development can influence employee proactive behaviour. Therefore, this study examined the effect of employee retention strategies dimensions on employee proactive behaviour of selected Deposit Money Banks in Lagos State, Nigeria.

2.0 Literature Review

Employees' retention strategies are policies and plans that organisations follow to ease employee turnover and attrition and ensure employees are engaged and productive long-term (Gberevbie, 2019). Schuler and Jackson (2016) sees employees' retention strategies as everything an employer would do to encourage qualified and productive employees to continue working for the organisation. The main objective of employees' retention strategies is to reduce unwanted voluntary turnover by valuable people in the organisation. Effective employees' retention strategies are systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs (Chandiok, 2012). Hausknect, Howard and Rodda (2019) defined employees' retention strategies as policies and practices companies use to prevent valuable employees from leaving their jobs.

Organisational support is defined as the extent to which workers perceive that the organisation values their contributions and cares about their wellbeing (Rozaini, Norailis, & Aida, 2015). Organisational support can be defined as the beliefs of the staff of an organisation that it appreciates their efforts and prioritizes their welfare. (Eisenberger Malone, & Presson, 2016). Individuals who have high organisational support will meet the requirements for validation, recognition and social identity, they expect that their outstanding employee attitude and behaviour in the organisation will be recognized (Eisenberger, Lynch, Aselage, & Rohdieck, 2004). Nevertheless, studies have shown that employees whose level organisational support is high believe the organisation is concerned with their wellbeing, and as a reaction to this, they participate with Organisational Citizenship Behaviour (Eisenberger et al., 2016).

According to Vischer (2017), the work environment or workplace is the physical location where somebody works. Such a place can be ranged from a home office to a large office building or company. Opperman (2012) opined that work environment is a composite of three major sub-environments: the technical environment, the human environment and the organisational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. Organisational environment include systems, procedures, practices, values and philosophies. Management has control over organisational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality.

According to Bowman (2016), compensation packages can be defined as all the employers' available tools that may be used to attract, retain, motivates and satisfy employees. This encompasses every single investment that an organisation makes in its people and everything its employees value in the employment relationship. Milkovich and Newman (2014) stated that, compensation refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Ashraf (2020) also defined compensation as "the combination of all cash incentives and the fringe benefits mix that an employee received from a company which constitutes an individual's total compensation." Chhabra (2015), refers to compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organisation. According to him, it is paid in the form of wages, salaries and employee benefits such as paid vacations, insurance, maternity leave, free traveling facility, retirement benefits.

According to Latham (2018), career development is a systematic acquisition and development of the knowledge; skills and attitudes required by employees to adequately perform an assigned job or task to boost employee attitude in the job environment. Career development is

considered a form of human capital investment whether that investment is made by the individual or by the firm. Career development provides employees with specific skills or helps to correct deficiencies in their employee attitudes, while development is an effort to provide employees with abilities the organisation will need in the future (Chew, 2014). Career development comes in different dimensions and can take the form of on or off - the job methods. On the job (internal) career development techniques include mentoring; self-learning and attaching an employee to learn a new skill under a colleague or a superior (Ivancevich, 2018). Organisations also organize in house career development for their employees where they are specifically trained on the job requirements peculiar to the organisation. Off the job (external) career development technique include seminars, workshops, lectures and case studies that are conducted outside the premises of the organisation (Ivancevich, 2018). Many organisations encourage their employees to add value to themselves through acquisition of additional career development by approving study leaves with or without pay or through part-time studies (Michael, 2018). Career development is any learning activity which is directed toward the acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole 2012).

Employee proactive behavior refers to actions such as taking risks, seeking out new opportunities, and attempting to innovate and lead (Parker & Collins, 2018). Employee Proactive behavior is defined as self-initiated behavior aimed at preventing a problem from arising. Acting in advance of a future situation, rather than reacting, is what proactive behavior entails (Crant, 2016). According to Parker, Williams, and Turner (2018), employee proactive behaviour is described as a factor that employees use to influence their environment and themselves. Employee proactive work behaviour is described as the behaviour that aims to change current work conditions or open up new opportunities in the workplace (Kim & Beehr, 2017). Grant and Ashford (2018) define proactive behavior "as an anticipatory action that employees take to impact themselves and/or their environments". From a person environment fit perspective, proactivity facilitates employees' capacity to shape their environments, as a way to highlight individual strengths and improve employee attitude. A proactive personality, in a very narrow sense, explains how behavioural patterns behave to alter things at work and make a rejection (Nurjaman, Marta, Eliyana, Kurniasari, & Kurniasari, 2019).

In same organisation, two employees can approach the job in very different ways. One takes the initiative, initiates new programs, creates positive progress, and leads in a proactive manner. The other attempts to keep up appearances, get along, adapt, stay afloat, and be a decent keeper of the status quo. The first takes on problems head on and strives for positive change. The second "goes with the breeze" and performs business as usual in a passive manner. The first is proactive, while the second is not. To be proactive means to make a positive difference in a planned direction. Individuals and companies can be distinguished from the rest of the industry by their proactive conduct (Gharib, Kahwaji & Elrasheed, 2017). Employee's proactive behavior is about taking control to make things happen rather than watching things happening (Ahmed, Majid, Al-Aali, & Mozammel, 2019). The benefit of proactive behavior is

that if such behavior exists, manager may not need to tell everything while employees themselves initiate and take responsibility as some issue arises.

2.1 Underpinning Theory

This study is anchored on Resource based view as baseline theory for this study. Established by advanced by Barney (1991). The RBV takes an 'inside-out' view or firm-specific perspective on why Organisations succeed or fail in the market place. Resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991) make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior employee attitude (Collis and Montgomery, 1995; Grant, 1991; Wernerfelt, 1984). According to RBV, an organisation can be considered as a collection of physical resources, human resources and organisational resources (Barney, 1991; Amit and Shoemaker, 1993). Resources of organisations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior employee attitude (Barney, 1991).

The resource-based view best explains the interaction between retention strategies and employee proactive behaviour. The RBV claims that firm resources include all assets, capabilities, organisational processes, firm attributes, information, knowledge, and so on, that enable the firm to conceive of and implement strategies that improve its proactive behaviour and effectiveness (Barney, 1991, Barney 2002). The RBV emphasizes that for banks to achieve superior employee proactive behaviour there is need for them to possess resources and capabilities that cannot be substituted but are rare, valuable and inimitable. The possession of such resources by an organisation that has the capacity to absorb them, will result in the organisation achieving competitive advantage that if sustained may lead to employee proactive behaviour.

However, the RBV has been criticized because it is static and does not explain how a specific resource can create sustainable competitive advantage while firms do not have enough knowledge about the productivity of each individual asset (Cumberland, 2006). In addition, the concept of firm specific resources is ambiguous and it is not easy to operationalize measurement items for them (Knott, 2009). However, many scholars (Alvarez & Barney, 2007; Barney & Arikan, 2001; Michael, Storey & Thomas, 2002) supported the RBV theory agreeing that a firm's resource is valuable to the extent that it helps the firm create strategies that capitalize on opportunities and ward off threats from the environment and from competitors. That resource is also rare when it is better than similar resources owned by the competitors of the firm. Thus, the configuration theory was deemed suitable in studying the effect of employee retention strategies on employee proactive behaviour of selected Deposit Money Banks in Lagos State, Nigeria.

3.0 Methodology

Survey research design method was used for the study. The survey research design is appropriate because it enables the researcher to collect data that represents the perception and view of people across a large geographical area, which in this case are top management staff and human resources managers of six selected deposit money banks in Lagos State Nigeria. The adoption of this design is consistent with the studies of (Ahmed, Majid, Al-Aali, & Mozammel, 2019; Baba, Yaakop, Bachok, Chiekezie, Emejulu & Nwanneka, 2017; Gharib, Kahwaji & Elrasheed, 2017; Hamid & Shahril, 2016). Therefore, this study followed suit by employing survey research design in this study. The unit of analysis of the sample for the study were top management staff and human resources managers of six selected deposit money banks in Lagos State Nigeria. The justification for the adoption of survey research design is based on the appropriateness of survey research design which lies in its ability to make scientific robust position on the respondents in one moment.

The population of the study was 568 top management staff and human resources managers of six selected deposit money banks in Lagos State Nigeria. A sample size of 292 was found usable via Cochran formula. Stratified random sampling was adopted. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.76 to 0.88. The response rate was 86.9%. Data were analyzed using descriptive and inferential statistics. The researchers developed a structured model for the study using the main constructs, and the data was analysed using multiple regression analysis.

Model Specification

In order to determine the effect of employee retention strategies (X) on employee proactive behaviour (Y), an econometric model was developed.

$$Y = f(X)^n.$$

Hence the model was structured as such;

Where:

Y = Employee Proactive Behaviour (EPB)

X = Employee Retention Strategies (ERS)

x_1 = Management Support (MS)

x_2 = Work Environment (WE)

x_3 = Compensation Packages (CP)

x_4 = Career Development (CD)

Hypothesis One

$$Y = f(x_1, x_2, x_3, x_4)$$

$$EPB = \beta_0 + \beta_1MS + \beta_2WE + \beta_3CP + \beta_4CD + \epsilon_i \text{ ----- Eqn1}$$

Where α_0 = the constant of the equation

β = the coefficient of variables in the equations;

ϵ_i = the stochastic function that accounts for the errors that may arise in the equation.

4. 0 Results and Discussion

The objective of this study examined the effect of employee retention strategies on employee proactive behaviour of selected Deposit Money Banks in Lagos State, Nigeria. Multiple regression analysis was used to test the hypothesis with employee proactive behaviour as the dependent variable, and employee retention strategies as the independent variable. The data for employee retention strategies were generated by adding all the responses of all items for management support, work environment, compensation packages and career development, while that of employee proactive behaviour was generated by adding scores of responses of all items for the variable. Data from two hundred and twenty nine (292) respondents were analysed.

To test the hypothesis (Employee retention strategies do not significantly effect on employee proactive behaviour of the selected Deposit Money Banks in Lagos State, Nigeria), multiple regression analysis was used. The independent variable of the study was employee retention strategies while the dependent variable was employee proactive behaviour. Data from two hundred and twenty nine (292) respondents were gathered and analyzed using SPSS version 25 software. The results of the multiple linear regression analysis are shown in Table 1.

Table 1: Summary Results of Multiple Regression Analysis of Employee Retention Strategies on Employee Proactive Behaviour of the selected Deposit Money Banks in Lagos State, Nigeria

Model	B	T	Sig.	F(4,249)	R ²	Adj. R ²	F(Sig)
(Constant)	5.833	4.672	.000	34.853	.599 ^a	.349	0.000
Management Support	.108	2.144	.033				
Work Environment	.252	3.905	.000				
Compensation Packages	.204	4.249	.000				
Career Development	.160	3.540	.000				
a. Dependent Variable: Employee Proactive Behaviour							
b. Predictors: (Constant), Career Development , Compensation Packages, Work Environment , Management Support							

Source: Researcher's Field Survey, 2021

Table 1 above presents the multiple regression results for the effect employee retention strategies dimensions (management support, work environment, compensation packages and career development) on employee proactive behaviour of the selected deposit money banks in Lagos State, Nigeria. The results revealed that management support ($\beta = 0.108$, $t = 2.144$, $p = 0.033$), work environment ($\beta = 0.252$, $t = 3.905$, $p = 0.000$), compensation packages ($\beta = 0.204$, $t = 4.249$, $p = 0.000$) and career development ($\beta = 0.160$, $t = 3.540$, $p = 0.000$) have positive and significant effects on employee proactive behavior of the selected deposit money banks in Lagos State, Nigeria. This implies that management support, work environment, compensation packages and career development are significant predictors of employee proactive behaviour of selected deposit money banks in the study area.

The results further reveal that employee retention strategies dimensions (management support, work environment, compensation packages and career development) explained 34.9% of the variation in employee proactive behaviour of the selected deposit money banks ($Adj. R^2 = 0.349$). However, the model did not explain 65.1% of the variation in employee proactive behaviour among the selected deposit money banks in Lagos State, Nigeria, implying that there are other factors associated with employee proactive behaviour of the selected deposit money banks in Lagos State were not captured in the model.

Also, the results of Analysis of Variance (ANOVA) for regression coefficients used to test the overall significance of regression model has the value of 34.853 with (4,249) degrees of freedom and p-value of 0.000 which was less than 0.05 ($F_{(4,249)} = 34.853$, $p = 0.000$). This implies that the overall model was significant in predicting the employee proactive behaviour of the selected deposit money banks in Lagos State. That is, employee proactive behaviour is affected by employee retention strategies dimensions and the F value standing at 34.853. The result shows that at least one of the employee retention strategies dimensions has a significant effect on employee proactive behaviour of the selected deposit money banks. In coming up with the final regression model to predict employee proactive behaviour of the selected deposit money banks in Lagos State, Nigeria, the employee retention strategies dimensions are statistically significant and were retained in the model. The multiple regression model from the results is thus expressed as:

$$EPB = 5.833 + 0.108MS + 0.252WE + 0.204CP + 0.160CD \dots\dots\dots \text{Eq. (i)}$$

Where:

EPB = Employee Proactive Behaviour

MS = Management Support

WE = Work Environment

CP = Compensation Packages

CD = Career Development

From the above regression equation above, it was revealed that holding employee retention strategies (management support, work environment, compensation packages and career development) constant (at zero), employee proactive behaviour of the selected deposit money banks will be 5.833. This implies that if management support, work environment, compensation packages and career development take on the values of zero (do not exist), there would be 5.833 times level of repetition of the employee proactive behaviour of the selected deposit money banks in Lagos State, Nigeria. The model shows that a unit change in management support, work environment, compensation packages and career development respectively will lead to 0.108, 0.252, 0.204 and 0.160 unit change in employee proactive behaviour of the selected deposit money banks. The results reveal that work environment ($\beta = 0.252$, $t = 3.905$, $p = 0.000 < 0.05$) was the most significant predictor (among employee retention strategies dimensions) of employee proactive behaviour of the selected deposit money banks. Since all of the regression coefficients are significant at 5% significance level as indicated in the table above, the null hypothesis was rejected. Therefore, the null hypothesis one (H_{01}) which states that employee retention strategies dimensions (management support, work environment, compensation packages and career development) have no significant effect on employee proactive behaviour of the selected deposit money banks in Lagos State, Nigeria is hereby rejected.

Discussion of Findings

The objective of this study determined effect of employee retention strategies on employee proactive behaviour of the selected Deposit Money Banks in Lagos State, Nigeria. The result of the multiple regression analysis provided an overall significance view. Employee retention strategies was significant in predicting employee proactive behaviour of the selected Deposit Money Banks in Lagos State, Nigeria. In other words, employee retention strategies had statistical significant effect as the independent variables and were significant in predicting the effect of employee proactive behaviour of the selected Deposit Money Banks in Lagos State, Nigeria as the dependent variable. The results of this study are in congruence with the findings of earlier scholars like Crant (2016); Nurjaman, Marta, Eliyana, Kurniasari and Kurniasari (2019); Kim and Beehr (2017); Wong & Giessner (2018) whom found a strong positive relationship between employee retention strategies and employee proactive behaviour and concluded that the choice of the retention strategy is a mediator between employee proactive behaviour and performance. Sinha and Sinha (2012) showed that employee retention strategies significantly influences employee proactive behaviour to work.

The findings of this research work gave credence to the theoretical assumption of Resource based view advanced by Barney in 1991. This theory was selected to guide this study because it is concerned with 'inside-out' view or firm-specific perspective on why organisations succeed or fail in the market place (Dicksen, 1996). Resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991) make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior

employee attitude (Collis and Montgomery, 1995; Grant, 1991; Wernerfelt, 1984). According to RBV, an organisation can be considered as a collection of physical resources, human resources and organisational resources (Barney, 1991; Amit and Shoemaker, 1993). Resources of organisations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior employee attitude (Barney, 1991). The resource-based view best explains the interaction between retention strategies firm employee attitude. The RBV claims that firm resources include all assets, capabilities, organisational processes, firm attributes, information, knowledge, and so on, that enable the firm to conceive of and implement strategies that improve its proactive behaviour and effectiveness (Barney, 1991, Barney 2002). The RBV emphasizes that for banks to achieve superior employee attitude there is need for them to possess resources and capabilities that cannot be substituted but are rare, valuable and inimitable. The possession of such resources by an organisation that has the capacity to absorb them, will result in the organisation achieving competitive advantage that if sustained may lead to superior employee attitude. There is therefore an agreement among these studies and the result of this current research that employee retention strategies dimensions has a significant effect on proactive behaviour, as the various studies reviewed seem to have supported the positive association that exists between strategic orientation components and employee commitment.

5.0 Conclusion and Recommendations

This research examined the effect of employee retention strategies on employee proactive behaviour. The results revealed that management support, work environment, compensation packages and career development had significant and positive effect on employee proactive behaviour. Theoretically, the outcome of this study is in line with the Resource Based View which was the baseline theories for this study. The Resource Based View was adopted to guide this study variables because its perspectives are tied to the focus of the study and the variables that were investigated. This research paper recommends deposit money banks should key in to the enormous benefits of adopting employee retention strategies as it is suggested that full employment of employee retention strategies in organisational management processes creates improved proactive behaviour and overall organisational performance. Therefore, deposit money banks in Nigeria need to develop a clear employee retention strategies and vision through a process of high quality dialogue with internal beneficiaries (employees and shareholders) and external beneficiaries (customers and suppliers) so as enhance employee proactive behaviour.

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Effect of Private Sector Development on Economic Growth of Nigeria

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Abstract: *The study examined job rotation and employees performance in public sector (a study of Anambra State Ministry of Finance). The purpose of this work is to examine job rotation and employees performance in public sector (a study of Anambra State Ministry of Finance). The study is anchored on reinforcement theory that was propounded by Jones 1982. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of Anambra State Ministry of Finance. The sample size of the study is ninety-three (93). The hypotheses were tested using Chi-square method at 0.05% level of significance. The findings of the study revealed. Skill diversity has significant effect on employee performance in public sector. Innovation has significant effect on employee performance in public sector. Self efficacy has significant effect on employee performance in public sector. The study recommends that Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance. The company has to benefit from using job rotation by having the ability to keep key staff within a company. The process should the company to run more efficiently, and as a result, become more productive and p profitable.. Rotation decisions should be made by the employees opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.*

Keywords: *Job rotation, skill diversity, self efficacy, public sector, Ministry of finance.*

1.1 Introduction

Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy. Job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Burke, & Moore, 2016). Job rotation is implemented in line with the business goals and human resource strategies of the organization. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a

specified time period. There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism (Shelomeya and Ragel, 2017). There are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy (Campion, Cheraskin, & Stevens, 2014).

The company may benefit from using job rotation by having the ability to keep key staff within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable. Job rotation has existed in business for so many years. It may have been called multi-tasking, lateral transfer, job-shadowing or simply doing what was needed to get the job done Dhanraj, & Parumasur (2014).. Many independent and family owned businesses use job rotation as a means to learn operations and become "well-rounded" employees. Larger businesses faced with the reality of a shrinking labour pool and an aging executive workforce look up to job rotation as a succession planning tool. To some extent, job rotation enhances the skills and legacy of the organization while working to retain younger employees who increasingly demonstrate desires to learn and experience new things. This "expedition" experienced by younger employees helps them to understand the value of each functional area's contribution to the organizational mission (Burke, & Moore, 2016).

Job rotation helps workers to understand the different steps that go into creating a product and/or service delivery, how their own effort affects the quality and efficiency of production and customer service, and how each member of the team contributes to the process (Azizi, Zolfaghari, & Liang, 2017).. Hence, job rotation permits individuals to gain experience in various phases of the business and, thus, broaden their perspective. It is also believed that job rotation has the ability to decrease the amount of boredom and monotony experienced by employees who work in the same position for extended periods of time. Job rotation is also practiced to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation Plowman (2017). Not all employees are open to the idea of job rotation. Higher performers compared to under performers are likely to like job rotation because it is perceived to add to a greater improvement in skills Bennett, (2013).

1.2 Statement of Problem

Years ago, management, thought employees come and work to achieve their economic objective. However it is being observed that in addition to economic objectives, employees also demand certain training opportunities and job satisfaction. Allowing your employees to perform the same transactional duties everyday usually make them feel bored and unsatisfied with what they are doing. Thus the importance of job rotation is introduced to alleviate the physical and mental stresses endured by employees when working in the same position, year

after year. The researcher seeks to find out the effectiveness of job rotation in the organization and ways and means to improve the awareness of job rotation.

1.3 Objectives of the Study

The general objective of this study was to examine the effect of job rotation and employees performance in public sector: A study of Anambra state ministry of finance, The specific objectives of this study are as follows:

- i. To evaluate the impact of skill diversity on employees performance in public sector:
- ii. To evaluate the impact of innovation on employees performance in public sector:
- iii. To examine the effect of self efficacy on employees performance in public sector:

2.REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Job Rotation

Edward (2015) describes job rotation as “the process of switching a person from job to job” which increases an employee’s capability and value to an organisation. Job rotation can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time. Job rotation is position-oriented, with management determining the need for a specific job to be done. Job Rotation is where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation. The term job rotation can also mean the scheduled exchange of persons in offices, especially in public offices.

Job Rotation can be used in a variety of ways to meet the development and training needs of companies and employees, without a break in production. Job rotation is an alternative to job specialization. It is a way to reduce employee boredom and it also facilitates more of an understanding about the organisation. Job rotation is moving from one job to another. Job can be rotated that are very similar or drastically different for example, a person in charge of accounts receivable could change with a person who is in charge of accounts payable.

An employee could work as a marketer for a year and then work as a selling agent for a year(John Papp john Entrepreneurial Centre).Job rotation comes in many forms and is useful in many situations. Job rotation is the systematic movement of employee from one job to another. How this movement is accomplished depends on the purpose that you wish to achieve and how dramatic a move you are willing to take Malinski, 2002).The Human Resource Development Council (HRDC 1997) describes job rotation as “a career development strategy where an individual temporarily moves laterally into an established or ‘shadow position’(HRDC, p.1) which “usually requires the employee to suspend his or her current job duties” (HRDC, 1997, p.12). In job rotation, staff removed between different jobs over a period of time and this movement is planned to achieve different purposes (Bennett, 2013). According to Malinski (2002) it is an organised movement of staff from one job to another and he also adds that an

individual does not have to leave a job to get a more satisfying job. This can be achieved in the same job by using job rotation, enrichment and restructuring.

2.1.2 Employee Performance

The concept of employee performance refers to all organizational outputs attributable to the employee (Ejimudo 2014). Similarly Bale and Holton (2009) construed employee performance as a record of all outcomes traceable to the employee in an organization. It is seen as the actions or the execution of tasks that were completed by individuals within a certain time (Swasto 2006). Mbah, Mgbemena and Ejike (2015), employee performance is simply all behaviours of the employee towards organizational goals. Therefore, to motivate behaviour, the organization needs to provide an effective reward system. However in the context of this study, employee performance can be in form of creativity/innovation, job satisfaction, improved decision making capacity and goal attainment. Employee performance is the measure of output vis-a-vis the input. It shows effectiveness and efficiency that make a payment to organizational goals and may depend upon many factors like performance appraisals, employee motivation, employee satisfaction, compensation, job security, organizational structure and others (Saeed & Asghar, 2012).

Employees need resources during their planning stage. Nielsen et al (2017) states that resources are "anything perceived by the individual to help attain his or her goals". Resources are categorized into four levels in the work place, and they help employees achieve their work task goals in four areas. These areas included personal characteristics such as self-efficacy which enable an individual to perform well (Xanthopoulou et al (2007), social context associated with interpersonal relationships, leadership characteristics and organizational resources. Planning was associated with increased performance in companies according to a study by Gibson et al (2005). Draft (1998) cited by Nassazi (2013) says that performance management process allows employees to get engaged in planning for the company, and therefore participates by having an active role in the entire process and this translates to increased productivity

2.2 Theoretical Framework

Reinforcement Theory

The reinforcement theory, pioneered by pavlov and skinner has given wave to a new approach to motivation called the behaviour modification model" with emphasis with managing people by manipulating environmental processes". However, Skinner noted that by conditioning one's environment, behaviour of individuals within that environment could also be conditioned. Through the reward of an appropriate behaviour, the individual is encouraged to repeat such behaviour over and over again and by so doing, such behaviour is reinforced. By punishing an undesired behaviour, the individual is discouraged from repeating such behaviour and by so doing, he sees it as undesirable (Ezionye, 2002). Reinforcement could be positive, negative or neutral. A positive reinforcement is one that encourages a particular behaviour by

appropriately rewarding the individual involved. A negative reinforcement is one that discourage a particular behaviour by appropriately punishing the individual involved. A neutral reinforcement is one that takes no action either to induce a repeat performance or discourages the repetition of such action (Ezionye, 2002).

Relevance of the theory

Reinforcement theory has been used in many areas of study to include job training, employee management and motivating employees in the workplace. Reinforcement theories focus on observable behavior rather than needs theories that focus on personal states. Reinforcement theory is a form of operant conditioning and focuses on the environmental factors that contribute to shaping behavior. Simply put, reinforcement theory claims that stimuli are used to shape behaviors.

2.3 Empirical Review

Akbari, & Maniei, (2017) aimed of this study is investigating the relationship between job rotation and performance of Dana insurance employees. To that end, all employees of Tehran Dana Insurance have been studied as the statistical population. This research is a descriptive survey and in term of aim is functional. According to this, according to this, accordingly, To measure the basic concepts of research, Job Rotation questionnaire contains 8 questions and evaluate the performance of staff consists of 11 questions was used respectively. Reliability of the questionnaire by Cronbach's for two variables were calculated 0.887 and 0.803 respectively. Test validity was confirmed by two methods of Content validity and ostensible validity. At the end of the study significant relationship between job rotation and employee performance were observed.

Dhanraj, & Parumasur (2014). assessed employee perceptions of the impact of job rotation on employees, production, the organization and on job security. Biographical influences (gender, age, marital status, division, organizational level, tenure) regarding these impacts were also assessed. The study was undertaken in an operations environment of a textile company in KwaZulu-Natal, South Africa. The population includes 77 full time shift employees in the organization and due to the small population size consensus sampling was used. Data was collected using a self-developed, pre-coded, self-administered questionnaire whose reliability was assessed using Cronbach's Coefficient Alpha. Data was analyzed using descriptive and inferential statistics. The findings reflect that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively.

Kurtulu, (2010) Examined the effects of job rotation practices on motivation: a research on managers in the automotive organizations By adopting the human structure of the company with technical processes, job rotation is the consequence of effort and determination. In Turkey it can be said that it is companies with a majority of foreign capital who have successfully applied this technique with the aim of improving workers performance. To reach this goal the

first condition is to ensure that job rotation practices generate the expected effect on an employee's motivation. From this angle, decreasing monotony, preparing the employee for management, defining the most productive job/position and increasing the level of knowledge and skills are the functions by which the said motivational effect will be achieved. Consequently this study aimed to test the established hypothesis expressed as 'job rotation practices have a positive effect on motivation'. In this context, the research results verified that job rotation applications effect motivation.

Oparanma, & Nwaeke, (2018) examine the effects of job rotations and employees' performances in manufacturing companies in Nigeria. It was mainly concerned with assessing, evaluating, and ascertaining the overall impact of job rotation on productivity, improvement of skills, talents, and correction of irregularities. The article reveals that; there is a significant and favorable relationship between job rotation and an employee performance. That the skills and knowledge acquired from a job rotation enhances productivity, and that job rotation assists management in detecting and correcting wrongs.

Shelomeya and Ragel (2017). investigates the effects of job satisfaction on organizational citizenship behavior, along with the antecedent effects of job rotation and role stress on job satisfaction in banks.: It is a descriptive study. A structured questionnaire was prepared and distributed among the sample with closed statements measured with ordinal measures called Likert's Five Points Rating Scale. Place and Duration of Study: The study population consists of bank employees of 13 banks in Batticaloa District, between September 2016 and December 2016. Methodology: 200 bank employees as respondents by applying simple random sampling method from the study population of bank employees from 13 banks in Batticaloa District.

The response rate has been 83% (97 men, 69 women; age range 21 –60). Variables Job rotation, Job Satisfaction and Organizational Citizenship Behavior are in high level and Role stress is moderate level. Relationship between Job satisfaction and Organizational Citizenship behavior is found as strong positive (0.570) correlation and impact 32.5%. Antecedents Job Rotation has positive relationship and impact (R -0.435; R² -0.189) while Role stress negatively correlated and has impact (R --0. 652; R²-42.6) in Job satisfaction. As well Job satisfaction is playing mediating role in connecting antecedents Role stress and Job rotation with Organizational citizenship behavior.: Job rotation, Job Satisfaction and Organizational Citizenship Behavior are in high level and Role stress is in moderate level. 'Job Satisfaction and Organizational Citizenship Behavior' and 'Job rotation and Job Satisfaction' have positive relationships and impacts. Where, 'Role stress and Job satisfaction' have inverse relationship and impact. As well it is clear that Job satisfaction plays mediating role in connecting antecedents (Job rotation and Role stress) with Organizational Citizenship behavior.

Hiwa & Tehran, (2017) examined job rotation system and its influence on efficiency of staffs in Administration of sport and youth in Kurdistan. The approach is to identify the influence job rotation system based on the theory of Nanaodomi and the influence of efficiency of staff based on the theory of Hersi & Goldsmith and two theories have been created. The statistical

population is the staff of Administration of sport and youth in Kurdistan who are 553 persons. The volume of statistical sample based on Cocoranequation is 222 persons which are chosen based on stratified Sampling method. Two questionnaires have been used (Nanami Adomi's questionnaire on influence of job rotation system, Hersi & Goldsmith's questionnaire on efficiency of staff) and they are given to the sample population after the evaluation of validity and reliability. To analyze the statistical data, descriptive and inferential statistical methods were used. Thus, for classifying, summarizing and describing data Descriptive statistics was used and to evaluate the test hypotheses on inferential level, one group t-test, Kolmogorov-Smirnov, Spearman's regression was used. The results indicate that the effectiveness of job rotation in Administration of sport and youth in Kurdistan is above the average. The effectiveness of job rotation on efficiency of human resources in Administration of sport and youth is effective

Rogers, (2017) examined the impact of job rotation on employees' performance a case study: Utrak Financial Services Limited. To achieve the objectives of the research, an exploratory and descriptive design were adopted aimed at assessing the impact of job rotation on employees' performance. Questionnaires were administered to head office staff from the operations, Customer Service and Accounting departments. Structured interview was also employed to collect data. The study revealed that job rotation is an important programme for allowing employees to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement.

However, respondents complained of not been made part of the implementation process. They also reveal that, the major challenges upsetting the programme were; resistance from superiors; resistance from employees and lack of adequate training before employee is moved to a new department. The participants in the job rotation programme who were interviewed expressed a high level of satisfaction with the programme. The study revealed that the respondent's appreciate the effectiveness of job rotation programme in their organization. The researcher concludes by making recommendations to involve employees in the implementation process, use the programme to develop employees to increase their performance level. Also it is recommended that the programme must benefit both the employer and employee in the organization.

Subramaniam, (2013) investigated the influence of job rotation on career development. Toward these objectives, a survey was carried out amongst 209 production workers in Japanese manufacturing companies in Malaysia. Factor analysis resulted in four distinct dimensions of job rotation namely interest, business knowledge, technical knowledge and administrative knowledge, while career development resulted as unidimension. Multiple regression results indicated that all dimensions of job rotation except business knowledge influence career development. Implications of the findings, potential limitations of the study, and directions for future research are discussed.

2.4 Gap in Literature

Akbari, & Maniei, (2017) investigated the relationship between job rotation and performance of Dana insurance employees. At the end of the study significant relationship between job rotation and employee performance were observed. Dhanraj, & Parumasur (2014) assessed employee perceptions of the impact of job rotation on employees, production, the organization and on job security. The findings reflect that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively. Kurtulu, (2010) Examined the effects of job rotation practices on motivation: a research on managers in the automotive organizations 'job rotation practices have a positive effect on motivation'. In this context, the research results verified that job rotation applications effect motivation. Oparanma, & Nwaeke, (2018) examine the effects of job rotations and employees' performances in manufacturing companies in Nigeria. The article reveals that; there is a significant and favorable relationship between job rotation and an employee performance. Hiwa & Tehran,. (2017) examined job rotation system and its influence on efficiency of staffs in Administration of sport and youth in Kurdistan. The results indicate that the effectiveness of job rotation in Administration of sport and youth in Kurdistan is above the average.

The above studies indeed were extensive but not exhaustive in their research, hence the gap. The researcher in this study seeks to cover a study on job rotation, using Anambra state ministry of finance, in trying to bridge the gap the researcher employed the use of primary data as opposed so as to get direct responses from the respondents. Lastly, the researcher expanded her scope of study, so as to present to us the present day challenges of job rotation and proffer solutions to it.

3. RESEARCH METHODOLOGY

This study adopted the descriptive survey design. A descriptive survey method entails a method of data collection by interviews and questionnaires to a sample of individuals and is not only restricted to fact findings. The **Anambra Ministry of Finance** is the government body that manages the finances of the Anambra state Government, including managing, controlling and monitoring state revenues and expenditures. Roles of finance ministry: Some of the role of the finance ministry include collecting and disbursing government revenue, formulating policies on taxation, tariffs, fiscal management etc., preparing and managing the annual budget, preparing annual accounts for ministries, departments and agencies, managing federal debt and regulating the capital market. The population targeted by the study consisted of all the workers who works directly in the office **Anambra Ministry of Finance**. The target population was derived from both the men and women which total to a population of 95. The research adopts two sample techniques namely purposive sampling and stratified sampling. Purposive sampling enables the researcher to choose at respondents that was of interest to the study while the stratified random sampling accords each of the different respondents in the stream to be selected without biases. Because of the small nature of the population, no need for sample size the researcher will use the whole population. The most crucial operation in the executive of a

research work is collection of data because such information and data are necessary for arriving at the solution of the problem being investigated. Under going research of this nature call for the use of both primary and secondary source of data to make the work more reliable.

Two methods of data collection involving quantitative and qualitative method were adopted for this study. The quantitative method makes use of questionnaires and for the qualitative, a semi structural interview was conducted which serves as a supplementary data for the quantitative method which was subject to data analysis.

Section A: bio-data of the respondents

Section B: question that is expected of respondents to answer respondents.

The data degenerated from the administered and returned questionnaires were collected and presented in tables according to the objectives of the study. Responses from the set of questionnaires administered to workers were analyzed using simple percentage and frequency count. Research hypotheses were tested using Analysis of variance (ANOVA) analysis. The research hypotheses were tested at 5% level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

4. PRESENTAION AND ANALYSIS OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaires. Ninety-five (95) were administered, among the staffs of Anambra ministry of finance. However, eighty-seven (87) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned questionnaires. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned.

4.1 Demographic Characteristics of the Respondents

4.1.1 GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	49	49.0	56.3	56.3
	FEMALE	38	38.0	43.7	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

The above table reveals that the forty-nine (49) of the respondents which represents 56.3% \were male respondents, while thirty-eight (38) respondents which represent 43.7% were female respondents. By implication, male respondents were more than female respondents by 12.6% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	24	24.0	27.6	27.6
	SINGLE	63	63.0	72.4	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

In the table above, out of the eighty-seven (87) respondents, twenty-four (24) of the respondents were married. While sixty-three (63) respondents which represent 72.4 percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaire

4.1.3 LEVEL OF EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	11	11.0	12.6	12.6
	BSC/HND	36	36.0	41.4	54.0
	MSC/MBA	31	31.0	35.6	89.7
	P.hD	9	9.0	10.3	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

The table above indicates that eleven (11) respondents which representing 12.6% maintained to have acquired WAEC/NECO while 41.4% of the respondents which represents thirty-six (36) BSC/HND. However thirty-one (31) which represent 35.6 percent maintained to have acquired either have MSC. The respondents that have tertiary professional (PHD) are numbered 16 which represent 10.3%. This as the one of demographic item helps us to identify the education qualification of the respondent

4.1.4 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	8	8.0	9.2	9.2
	26-33	8	8.0	9.2	18.4
	34-40	22	22.0	25.3	43.7
	41-50	41	41.0	47.1	90.8
	51-ABOVE	8	8.0	9.2	100.0
	Total	87	87.0	100.0	

Source: SPSS Version 21, 2021

The table above shows that respondents whose age bracket falls between 18-25 yrs were eight (8) which represent 9.2 percent. This is followed by those with age bracket of 26-33 years with eight (8) which represents 9.2%. Also those within age bracket of 34-40 yrs were twenty-two (22) which represents 25.3%. Also those within age bracket of 41-50 yrs were forty-one (41) which represents 47.1%. However, those with age bracket of 51-above were eight which represent 9.2%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.2 Hypothesis Testing

The need to examine the relationship between the collected data and the stated hypothesis has called for this section. This result will be compared with the statistical criteria to see if the preconceived notion in this research work holds or not.

H0: Skill diversity has no significant effect on employee performance in public sector

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3242.5981	3	1794.190	4.742	.015
Within Groups	6734.279	84	378.389		
Total	77436.800	87			

Source: SPSS Version 21, 2021

The test table reveal that wide significance value (F. sig<.05) indicate group differences. Since the F- value of 4.742 which has a significance of .015 is less than .05 (i.e .001<.05), there exist no group difference among the variables. Therefore, Skill diversity has significant effect on employee performance in public sector.

Hypotheses Two

H0: Innovation has no significant effect on employee performance in public sector

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4838.324	2	2419.162	3.233	.009
Within Groups	6598.476	85	388.146		
Total	11436.800	87			

Source: SPSS Version 21 2021

We discover that in the F-statistics column the value for colleagues stress is 3.233, while its probability is 0.009 since its probability is less than 0.05% desired level of significance, we reject

the null hypothesis and accept alternative hypothesis, which states that Innovation has significant effect on employee performance in public sector

Hypotheses Three

H0: Self efficacy has no significant effect on employee performance in public sector?

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2839.200	2	1419.600	9.807	.088
Within Groups	8597.600	85	505.741		
Total	11436.800	87			

Source: SPSS, Version, 2021

From the regression result, we discover that in the F-statistics column the value for Management Stress is 2.807, while its probability is 0.88 since its probability is greater than 0.05% desired level of significance, we reject the null hypothesis and accept alternative hypothesis, which states Self efficacy has significant effect on employee performance in public sector.

5.CONCLUSION AND RECOMMENDATION

Conclusion

It is conclusive to say that job rotation affects the employees' job performances positively, significantly and favorably in Anambra state ministry of finance. Job rotation should be married and made to work in consonance with other factors like quality of job, attitude of employees to the job, time spent on the job, better remuneration and motivation and other related matters which influence employees and performance in order for the firm to operate optimally. The process of job rotation enables employees involved to acquire more skills, Innovation, Self efficacy, knowledge and talents on the job and that entire process and retraining of workers in order to get the best out of them. Maximum productivity can only be attained when workers are adequately and properly trained and motivated. Management strives to avoid waste, loss of time and resources, production of substandard products, disruption in the production process, labor unrest, breakdown of machines and equipment in its operations. Job rotation aid and assist management in handling those issues by identifying and correcting errors, irregularities, personnel collusion, safeguarding assets and maintaining a sustainable internal control system. In view of this, one concludes that job rotation contributes immensely in a positive and favorable manner to employees performances in a given place.

Recommendations

These recommendations have been proposed as measures if taken

- Supervisors should take the initiative to develop the employee skills in various fields so that total human efforts will be displayed in the respective job tasks to further enhance performance
- The company has to benefit from using job rotation by having the ability to keep key staff within a company. The process should the company to run more efficiently, and as a result, become more productive and p profitable.
- Rotation decisions should be made by the employees opinions and taken together and thus the rotation decision will be accepted more easily. When the employee embarks on the path of rotation willingly and consciously, he will share the responsibility at the point of development of management skills.
- Employees must be involved in job rotation to be able to understand that they are governed by policies of the company

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Effect of Corporate Governance on the Financial Performance of Listed Deposit Money Banks (DMBS) in Nigeria

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Abstract: *The study examined how corporate governance influence financial performance of listed deposit money banks in Nigeria from 2011 to 2020. Archived secondary data explored and collated via purposive sampling were tested for robustness, skewness and kurtosis and found fit for purpose. The Multiple Regression Analysis results of General Least Square-random effect (as selected by Hausman specification test) shows that, Corporate governance as set and dictated by the Nigerian Code of Corporate Governance under the auspices of the Financial Reporting Council of Nigeria as amended in 2018 by the Federal Executive Council of Nigeria determines to some extent the position of the returns on assets of the listed DMBs in Nigeria. Thus, the fluctuations of the NCCG practice in Nigerian Bank does result in high or low returns accruing to the DMBs in Nigeria. Therefore, the Financial Reporting Council of Nigeria's committee on corporate governance is advised to set a more inclusive, effective, thoughtful and more flexible code of corporate governance in other to improve the financial performance of DMBs in the short-run and the Nigerian economy in the long run.*

Keywords: *Corporate Governance, Financial Performance, Deposit Money Banks.*

1.1 Introduction

The COVID-19 fueled economic contraction in 2020 and the ones witnessed in the last few decades led to a large number of corporate scandals and corporate failures in financial and service institutions across the world. Corporate governance is a central issue to these financial scandal and corporate failures as it portrays an inefficient corporate governance mechanism, and hence, taken in to consideration for further investigation by scholars as well as investors (Nodeh, Anuar, Ramakrishnan & Raftnia, 2016). Investigations into the causes and conditions of the scandals have yielded mixed results due to the multifaceted and endemic nature of weak corporate governance structure.

Entrusting unlimited authority to executives also provide desirable ground for abuse of trust in tune with the maxim, absolute power corrupts absolutely; all these conditions among others

are some of the factors that contribute to scandals in big companies around the world. To mitigate such situations, efficient corporate governance mechanisms should be put in place by stakeholders through regular monitoring and auditing of the executive management for their stewardship intermittently; this process of holding corporate managers to account for their stewardship by stakeholders in other to checkmate corporate excesses is known as corporate governance. KPMG (2017) recognizes that good corporate governance is a key driver in the establishment of sustainable enterprise; hence, alignment with leading corporate governance practices will guide companies in establishing a framework of processes and attitudes that increases their value, builds their reputation and ensures their long term prosperity.

Corporate governance is a system by which corporations are governed and controlled with a view to increasing shareholders value and meeting the expectations of the stakeholders (Garko, 2014). However, it was explained as the process and structure used to direct and control the affairs of companies for promoting business prosperity and corporate accountability. In Nigeria, the first attempt to provide a code of corporate governance for public companies was in 2003 when the Code of Corporate Governance for Public Companies was issued by Securities and Exchange Commission (SEC), to supplement the existing legal framework of corporate governance principles, particularly the Companies and Allied Matters Act (CAMA), 2004, and other statutory provisions; however, the inadequacies that became apparent in the implementation of the SEC 2003 Code of NCCG 2018, led to the new code which was brought into force in 2011 and 2018. The 2011 Code applies to all public companies that are listed on the Nigerian Stock Exchange (NSE), as well as those companies seeking to raise funds from the Nigerian capital market. The main objective of the Code of Corporate Governance for Public Companies 2011 is to promote good corporate governance practices in public companies in Nigeria and align the Code with international best practices. The ultimate objective of CG (Corporate Governance) is the realization of long-term shareholder value while taking into account the interest of other stakeholders (Nigerian Code of Corporate Governance, 2018). The NCCG endorses that corporate governing bodies for businesses should be comprised of an appropriate balance of knowledge, diversity, and independence for discharging their duties objectively and more efficiently.

Jensen and Meckling (1976) defined such problem (Corporate governance and Performance) as a principal-agent problem which could affect firm performance and value, where the principal is the shareholder and the agent is the manager. Taking these conflicts into consideration, rules and guidelines are needed to make sure that firms are well governed and directed to achieve success and stability, as without such guidelines and regulations these conflicts will affect firm performance. Understanding different aspects of performance measurement and choosing relevant measures are important for pursuing research objectives. Performance measurements offer insights into appropriate measures for answering research questions. However, it is not always agreed as to what performance measures should be employed and used (Haniffa & Hudaib, 2006). There are various measures which have been used regularly in past researches as a measure for firm performance (value ratio, labour productivity, net present value, market-to-book value, and earnings per share); however, the measures of performance for the purpose of this thesis is divided into two major groups: market measures and accounting measures,

specifically Tobin's Q and ROA (Farhat, 2014). The outcomes obtained in the collected works are neither conclusive nor definitive and, accordingly, the contribution of new evidence will improve the state of knowledge vis-à-vis the questions raised in this thesis, in essence, whether the composition of the corporate governance structure gives priority to the functions of supervision and, furthermore, determining if that composition affects the performance of the firm.

The concept of firm performance is of vital importance to accounting research because explaining variation in performance is the core focus in this study. Firm performance is conceived as a multidimensional concept that comprises different aspect and metrics such as financial performance, operational effectiveness, corporate reputation and organizational survival (Richard, Devinney, Yip, & Johnson, 2009). According to Gentry and Shen (2010), firm performance has also been classified into two dimensions, financial (which is the focus of this study is viewed as the fulfilment of economic goals of the firm) and non-financial performance (customer satisfaction, quality of output, attitudes of employees, innovation, among others). Historically, researchers in the early 1980s used accounting based profitability ratios such as ROA, ROCE and ROE as measures of financial performance until the mid-1980s, finance theories (clean surplus, stock valuation among others) and market based performance measures (most common stock market-based measures of performance are: share price, stock return, market to book ratio, price to earnings ratio and Tobin's Q) were introduced into management research (see Bromiley, 1990 as cited in Gentry and Shen, 2010) many companies began adopting shareholder value maximization as the stated objective following the rise of shareholder activism in the 1990 (Useem, 1993). This development gave rise to the adoption of market based performance measures in management research and its subsequent use since then (Hoskinsson, Hitt, Wan, & Yiu, 1999; Gentry & Shen, 2010). These authors (Hoskinsson *et al.*, 1999; Gentry and Shen, 2010) noted that organizational researchers generally use either some of the most popular and most common accounting-based measures of profitability (such as revenues, operating income, earnings before interest and tax, net income, comprehensive income, earnings per share, or ratios such as return on assets (ROA), return on investment (ROI), return on equity (ROE), return on sales (ROS) among others) or market based performance measures (such as share price, stock return, market to book ratio, price to earnings ratio, Tobin's Q among others). Ratios are designed to improve the usefulness of performance indicators since absolute line item amounts from the income statement line may not be sufficient for meaningful comparison; however, there is no consensus about the relationship between past/short-term performance and future/long term performance.

It is against these background and considering the huge amount of resources in form of agency costs that shareholders commit to good corporate governance structure for the sake of sustainability and posterity vis-à-vis performance that this study examine the effect of corporate governance on the financial performance of listed Deposit Money Banks (DMBs) in Nigeria.

2.0 Review of related literature

Most of the empirical literature on the Corporate governance practices and performance are focused on developed countries and developed capital markets such as the works of Lima, Dob,

and Vu, (2020); Rajkovic, (2020); Lu and Zhu, (2020); Li, Li, and Xie, (2020); Nodeh, et al., (2016); and Farhat (2014). The findings of these studies may not be applicable to African countries including Nigeria which have different regulatory and cultural environments. By contrast, a limited number of research studies have examined disclosure practices of companies in developing economies such as Amedu, (2016); Garko, (2014) among others. The findings of these studies are mixed. Some scholars like, Gul and Leung (2004) and Wallace and Naser (1995) argue that socio-economic and political environments between countries, organizational structures and construction of corporate disclosure indices may also lead to different results between corporate governance mechanisms and corporate performance. As a result, an investigation, in other settings of corporate governance that correlate with the extent of performance disclosure seems justified. A further motivation for this study was to examine whether the variables that researchers have found to be significant in explaining performance of companies in developed countries also apply in a developing country like Nigeria.

Although, in Nigeria, Amedu (2016) examines the impact of CEO Power on Company Performance in Nigeria Nigerian quoted firm for the year 2016, with corporate governance element utilized as proxies for CEO power and Tobin's Q and ROA as proxies for performance, in a cross-sectional study that used hierarchical regression analysis and survey research strategy. However, this study differs from Amedu (2016) in terms of the variables examined, scope covered and in the aspect of the unit of the study, domain, and methodology. Again, this study covered the period 2010 to 2019 as against the period 2016 covered by the study of Amedu (2016). Moreover, the findings in Amedu's study is generalized on Nigerian quoted firms, hence making it difficult to ascertain the effect of corporate governance element (CEO power) on performance due to industry basis. This study in addition to the explanatory variables used by Nigerian and other developed economies corporate governance disclosure studies also uses institutional share ownership, audit committee composition and audit committee meetings as explanatory variables which are not covered by most of the Nigerian corporate governance studies. The volatile nature of Nigeria's economy and how some corporate governance decision affects the profitability of DMBs and given the huge role the DMBs play in balancing between both the aisle of the Nigerian economy (lenders and depositors) and considering the fact that CBN has now taken over most of that responsibility by providing interest free loan and other similar frequent interventions due to COVID 19 among others are some of the problems that this study intends to investigate on how all these affects profitability of listed DMBs as a service to basic research and a quest to extend the barrier of knowledge in accounting and finance discipline.

Developing countries are often faced with a myriad of problems, such as underdeveloped and illiquid stock markets, economic uncertainties, weak legal controls and investor protection, frequent government intervention, weak financial markets, ineffective legal system, weak corporate governance, predominance of concentrated shareholding, low information disclosure level and desire to maintain control over firms by the majority shareholder in connivance with firm managers; however, in Nigeria, it is not the lack of corporate governance structures that is the issue, but their appropriateness, as well as the effectiveness of monitoring the compliance mechanisms (Garko, 2014). These structural characteristics, demand effective corporate

governance in these countries (Gonenc & Aybar, 2006). It is suggested by Okike (2007), that corruption fueled by unreliable audit firm is a major obstacle to the enforcement of standards in Nigeria. Nigerian stakeholders see that some auditors are unreliable because they connive with management to defraud their companies (Okike 1986, 2007). The recent events that follows the aftermath of the 2009 world financial crisis involving the much publicized corporate governance failure in Nigeria's banking sector (that led to collapse, merger, acquisition and eventual recapitalization order of a minimum of ₦25 billion by the CBN) reveal common trends in the affected institutions; this makes investors and other stakeholders to lose faith in most organizations, resulting in a negative effect on total assets, turnover and the profitability potentials of organizations (Garko, 2014). The reasons being the pervading culture of corruption and lack of institutional capacity to implement a credible code of corporate governance, that has also earned Nigeria a bad reputation and made private and institutional investors (local and foreign) hesitant to invest in the Nigerian economy due to the lack of transparency, accountability and disclosure and set an obstacle to the international capital flow toward the Nigerian economy (Garko, 2014). These postulations made provides the need for more investigations into the corporate governance culture in Nigeria's DMBs and how it impacts profitability of the firms. Hence, using different variables, methods, scope, and domain, among others; the need to reinvestigate corporate governance structure elements and how it affects profitability in Nigeria (a developing country) are some of the problems identified in line with the philosophy of positivism and critical realism. It is against these background and considering the huge economic importance of the corporate governance structure on the profitability of all the firms in various domains in the economy and the raising insecurity bedeviling Nigeria as a result of variants of socio-economic problems that this study examines the impact of corporate governance decisions on the performance of listed DMBs in Nigeria.

Therefore, this study distinguishes itself from prior studies in many aspects, among which are: First the study contributes to two streams of literature, the performance literature and corporate governance literature, by providing up to date empirical evidence on the association between Corporate governance and performance in emerging markets - Nigeria where corporate governance studies are relatively limited compared to developed countries. Therefore, based on the above statement of problem, the following hypotheses are raised:

H₀₁ Board characteristics (board size) does not significantly affects the performance of listed deposit money banks in Nigeria.

H₀₂ Board characteristics (board composition) does not significantly influence the performance of listed deposit money banks in Nigeria.

Considering the fact that this study is longitudinal in nature, the scope in time for this study is ten years, from 2011 to 2020; this is because it's during this stated period in scope that Nigeria witnessed the effects of the 2008 recession that affects the world economy till 2012 together with the recent COVID 19 fueled recession of 2019 and considering the fact that, ten years is enough to capture the full cyclical changes in the Nigerian economy.

3.0 Methodology

The research study utilized a secondary source of data obtained from the Audited Annual Reports and Accounts of the listed Deposit Money Banks for the period of ten (10) years. An

archival-longitudinal strategy was utilized in the study bearing in mind the nature of the data and the study. A judgmental/purposive sampling technique was used to arrive at a working sample of the DMBs from the total population due to the fact that, not all the banks are listed during the course of the study scope. Multiple regression analysis was employed to predict whether the predictor variables namely Board size, and Board composition (proxies for corporate governance) have significant impact or not on the outcome (dependent) variable return on assets (proxy for firm performance). The hypotheses were tested using multiple regression with the aid of the latest version of STATA 16. The research paradigm for this work is epistemology, it is supported by positivism and critical realism philosophies.

4.0 Results and Discussion

The normal p-plot of the regression standardized residual (see Appendix B) indicates a good fit and does not suggest the presence of many outliers among the regression standardized residuals. In other words, the points on the plot do not appear to deviate significantly from the line of best fit indicating that the normality assumption is valid and fulfilled. The VIF in excess of 10 should be taken as an indication of harmful Multicollinearity (Neter, Wasserman, & Kutner, 1989 and Gujarati, 2003). Therefore, Multi-collinearity test carried out to check whether there is a sequential correlation between independent variables which will mislead the result of the study shows that the maximum VIF is 1.36, average is 1.26 and the minimum VIF is 1.15 and this is less than 10 which indicate absence of Multi-collinearity (See Appendix B). Skewness and Kurtosis test carried out on all the variables indicates that, none of the variables were highly skewed with a value of 0.32, 0.73 and 0.06 respectively (Appendix B). The results of the tests therefore affirm that the dependent variable data of the research did not differ significantly from a normal distribution, as evidenced by the normal Skewness and Kurtosis test. Hence, there is no need to normalize the variable data found to be highly skewed using Winsorization by limiting extreme values in the statistical data to reduce the effect of possibly spurious outliers.

The result of Breusch-pagan/Cook-Weisberg test for heteroscedasticity reveals that errors have non-constant variance (it is heteroskedastic and not homoscedastic), which indicates that the OLS estimators will have the maximum variance of all unbiased estimators, and also the P-values will not be reliable. This is evidenced by the significant probability (p-value) of the chi square of 0.000 (See Appendix B). This signifies presence of heteroscedasticity and absence of homoscedasticity in the model (Garko, 2014). OLS is no longer an unbiased estimator when heteroscedasticity is present (Gujarati, 2003). As a result, we can no longer rely on the conventionally computed confidence intervals, hence, the presence of Heteroscedasticity in the model suggests the need to add weight to the variables, hence, we adopt the GLS. The fact that there is a trade-off between the efficiency of the random effect (RE) approach and the consistency of the fixed effect (FE) approach, the Hausmann specification test is performed to decide between fixed or random effect models. The result of the test reveals that the two model (Fixed and random effect) are not correlated with chi-square probability (p-value) of 0.035 at 5% and 10% significance level and that the difference in coefficient is asymptotic, hence, the random effect model cannot be rejected as shown in Appendix B. From the results of the robustness tests performed to determine the accuracy and reliability of research data

used in testing the study hypotheses, it shows that the data is free of regression errors capable of invalidating the research's regression assumptions. In other words, the data is suitable and the regression estimates obtained are reliable.

The GLS random effect regression results reveal the cumulative R^2 (0.37) which is the multiple coefficient of determination that gives the proportion or percentage of the total variation in the dependent variable (firm performance) explained by the corporate governance (Garko, 2014). Hence, it signifies that 37% of the total variation in profitability of listed deposit money banks on the Nigerian Stock Exchange are caused by board size, and board composition, while the remaining 63% of the total variation in the firm performance (proxied by return on assets) are caused by factors not explained by the model. This indicates that the model is fit and the variable are properly selected, combined and used. This can be confirmed by the p-value statistics of 0.002 at 5% level of significance, confirming the rejection of the null hypotheses and acceptance of the alternate hypotheses, that, corporate governance (as proxied by board size and board composition) have significant impact on the performance of listed deposit money banks in Nigeria.

5.0 Conclusion and Recommendation

Corporate governance as set and dictated by the Nigerian Code of Corporate Governance under the auspices of the Financial Reporting Council of Nigeria as amended in 2018 by the Federal Executive Council of Nigeria determines to some extent the position of the returns on assets of the listed DMBs in Nigeria. Thus, the fluctuations of the NCCG practice in Nigerian Bank does result in high or low returns accruing to the DMBs in Nigeria. Therefore, the Financial Reporting Council of Nigeria's committee on corporate governance is advised to set a more inclusive, effective, thoughtful and more flexible code of corporate governance in order to improve the performance of DMBs in the short-run and the Nigerian economy in the long run.

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Effects of Boko Haram Insurgency on women and Children: An Assessment of Internally Displaced Peoples Camps in Maiduguri Metropolis

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Abstract: *Boko Haram, a movement claiming to act in the name of Islam, has killed tens of thousands of people in Nigeria and the neighboring countries of Niger, Chad, and Cameroon. Tens of thousands more have died amid the broader crisis that Boko Haram precipitated. Civilians, Muslims and Christians alike, have fallen victim to hunger and disease, and millions in the region are in now precarious situation. It is against this background that the research considered the; Topic entitled “Effect of Boko Haram Insurgency on women and Children: An assessment of Internally Displaced People Camps (IDP) in Maiduguri metropolitan; The population of the study was 195,670. The sample size for study was 260 in which the 260 questionnaire were administered to internally displaced peoples in 15 camps in Maiduguri metropolis simple random sample was employed. This was to give every member of the population equal and known chance of being selected to represent the population. This research provided answer to three research questions. While Chi- Square was employed to test the hypothesis at 0.05 probability level. The result revealed that Boko Haram insurgency has effect on women and children in that it has strong effect on security of lives and property of women and children at the camps, the quality of formal education received by women and children is low, among others. It was recommended that Government should intensify effort in providing adequate protection to lives and property at the camps.*

Keywords: Boko Haram, Insurgency, Internally displaced Peoples, Camp, Women and Children.

Introduction

Armed groups are not viewed as unitary strategic blocs or collections of individuals but as entities consisting of different organizational modes and structures of cohesion, as well as social groups and network characteristics, all of which have an impact on the group's external and internal behaviour. (Bultman, 2018). Boko Haram, a movement claiming to act in the name of Islam, has killed tens of thousands of people in Nigeria and the neighboring countries of Niger, Chad, and Cameroon. Tens of thousands more have died amid the broader crisis that Boko Haram precipitated. Civilians, Muslims and Christians alike, have fallen victim to hunger and disease, and millions in the region are now in precarious situation. Others have been killed by the Nigerian security forces, whose heavy-handed response to Boko Haram has exacerbated the conflict. Boko Haram is one of the deadliest jihadist groups in the world, and the crisis surrounding it is one of the globe's worst. Boko Haram took shape in the northeastern Nigerian city of Maiduguri in the early 2000s. The group became notorious—but also attracted support—for its contention that Western-style education (in the Hausa language, *boko*) was

legally prohibited by Islam (in Arabic and Hausa, *haram*). In Boko Haram's eyes, Western-style education belonged to a larger, evil system. That system included multiparty democracy,

secular government, constitutionalism, and "man-made laws." For Boko Haram, all these institutions are not just un-Islamic but anti-Islamic. Over time, Boko Haram has preserved core elements of its message. But Boko Haram has also periodically shifted its strategies, tactics, and self-presentation. This book reconstructs the movement's history, paying attention to how its doctrine interacted with the changing environment around it. (Thurston, 2018).

However, the Boko Haram insurgency currently rocking the North-East and more especially Borno State is unique in terms of its avowed objectives, organization, tenacity, tactics, sophisticated strategy, weaponry, magnitude, gravity and audacious operations (Adeyeri, 2015). Internal displacement is a definitive illustration of global crisis with negative experience and devastating effects on its victims. These effects include human rights violations, loss of livelihood, loss of shelter family disintegration, insecurity, looting of property, social disintegration, loss of status, exposure to forced labour and conscription into militia group. Upon arrival at their temporary place of abode are in dire need of basic necessities such as shelter, food clothing potable water, security and healthcare (Olanrewaju, Omotoso and Alabi, 2018).

Problem Statement/Justification

Internally Displaced Camps (IDPs) are faced by many challenges due to one reason or another, Management of internal displacement and meeting the needs of IDPs in Nigeria have been a far cry from the expected intervention (Olanrewaju et al, 2018). However, government at all levels as well as Non-governmental organizations have made efforts to resolve the problem of education of women and children at the various camps by providing teachers and teaching aids, protecting the lives and property of women and children in the camps by way of provision of shelter and security personnel, and providing clinics equipped with manpower and medical facilities be that as it may. It has been observed that women and children at the IDPs camps in Maiduguri metropolis have been faced with several Security, Education and Health problems. They have been having cases of gender based violence in the camps perpetrated on the unfortunate women and girls by some camp officials and security men who are supposed to protect them. There have also been cases of suicide attacks at these camps. This menace has caused psychological and social problems to these vulnerable groups. There are also incidence of children not acquiring the basic formal education and women not receiving the adequate empowerment skills in those camps due to psychological trauma caused by the Boko Haram insurgency. The worse situation is that there have been increasing prevalence of diseases such as HIV and AIDs. Other sources of concern have been hunger as a result of inadequate feeding, thereby predisposing women and children to mal-nutrition. In short many women and children in these camps are bearing the brunt of the insurgency such as social displacement, sexual abuse, lack of education, psychosocial problems, and deplorable shelter.

Objectives of the Study

The main objective of the study is to assess the effects of Boko Haram Insurgency on women and Children with a particular reference to the Internally Displaced Peoples (IDP) Camps in Maiduguri Metropolis. The specific objectives are to:

- (i) assess the effect of Boko Haram insurgency on the security of lives and property of women and children at the IDP camps in Maiduguri Metropolis.
- (ii) determine the effect of Boko Haram insurgency on the quality of women education of women and children at the IDP camps in Maiduguri metropolis.
- (iii) examine the effect of Boko Haram insurgency on the health of women and children at the IDP camps in Maiduguri metropolis.

Research Questions

The following research questions guide the study

- (i) What is the effect of Boko Haram insurgency on the security of women and children in the IDPs camps in Maiduguri metropolis?
- (ii) What is the effect of Boko Haram insurgency on the education of women and children in the IDPs camps in Maiduguri metropolis?
- (iii) What is the effect of Boko Haram insurgency on the health of women and children in the IDPs camps in Maiduguri metropolis?

Research Hypotheses of the study

The following are the research hypotheses of the study:

- (i) **Ho1** There is no relationship between Boko Haram insurgency and the security of women and children in the IDPs camps in Maiduguri metropolis.
- (ii) **Ho2** There is no relationship between Boko Haram insurgency and the education of women and children in the IDPs camps in Maiduguri metropolis.
- (iii) **Ho3** There is no relationship between Boko Haram insurgency and the health of women and children in the IDPs camps in Maiduguri metropolis.

Methodology of the Study

This section provides an explanation of the procedures chosen by the researcher in line with the research objectives; It is aimed at explaining the rationale for the adoption of techniques in the research methodology that were connected with the research objectives. The section therefore, considered the population of the study, the sample size and sampling techniques, methods of data collection, instrument of data collection, method of data presentation and method of data analysis.

Population of the Study

The population of this study was comprised of women and children living in different IDP camps located within Maiduguri metropolis. The camps were: **(1) Bakassi Camp, (2) Customs House (3) Dalori I Camp (4) Dalori II Camp, (5) El-miskin I Camp, (6) El-miskin II (7) EYN Wulari Camp, (8) Farm center Camp (9) Gubio Camp, (10) Madinatu (11) Mogolis Camp, (12) Muna Camp (13) NYSC Camp, (14) New Stadium Camp, and (15) Teacher village Camp,.** Thus, total population of the study area was 195,670. The justification for the adoption of the population was that women and children are often the ones that have borne the brunt of the insurgency in various dimension such as social displacement, sexual abuse, lack of education, psycho-social problems, health related issues and deplorable shelters.

Sample size and Sampling Technique

The sample size to be adopted for the study was 300 people from within the IDP camps in Maiduguri Metropolis. All the IDP camps were located in Maiduguri Metropolis which consisted of all the IDPs of Borno state. The research also adopted the formular of determining sample size for research activities by Krejcie and Morgan (1970)

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

Where S = required sample size

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level

N= the population size

P= the population proportion (assumed to be .05 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

The sampling technique to be adopted for the study was simple random sampling. The justification for the use of this technique was to give every member of the population equal and known chance of being selected to represent the population.

Method of Data Collection

The research will employed primary data. The Primary data were employed with a view to obtaining first – hand information from the respondents. The justification for the adoption of the primary data was to have first-hand information from the respondent through their designated camps officials.

Instrument of Data Collection

The research will administered questionnaires to the respondents through the designated camp officials. The justifications for the adoption of the questionnaire was to make the data collection more economical and reliable as well as to motivate respondent through the camp officials, in view of the fact that majority of the respondents had no formal educated.

Method of Data Analysis

The data will be analysed using simple percentage. Additionally, Chi- Square will be used in testing the hypothesis. It is computed using the following formula.

$$X^2 = \sum \frac{[fo - fe]^2}{fe}$$

Where \sum = Summation sign

Fo = Frequency observed

Fe = Frequency expected.

The justification for the adoption of the chi- square is that statistic is commonly used for testing categorical variables and that it is extremely sensitive to sample size that is when the sample size is too large, almost any small difference will appear statistically significant.

Result

Computation of Chi-Square

$$\text{Chi-Square } (X^2) = \sum \frac{(fo - fe)^2}{fe}$$

$$X^2 = \frac{(152 - 162.8)^2}{162.8} + \frac{(161 - 162.8)^2}{162.8} + \dots + \frac{(56 - 53.27)^2}{53.27} + \dots + \frac{(20 - 10.91)^2}{10.92} + \dots$$

$$+ \frac{(39 - 25.09)^2}{25.09} + \dots + \frac{(20 - 25.09)^2}{25.09} =$$
$$X^2 = 424.62$$

Computed Value of $X^2 = 424.62$

$$\begin{aligned} \text{Degree of freedom (df)} &= (R - 1) (C - 1) \\ &= (5 - 1) (11 - 1) \\ &= 4 \times 10 \\ &= 40 \end{aligned}$$

Critical Value of X^2 (0.05, 40) = 55.759

Decision: Since the computed Value of X^2 (424. 62) is greater than the X^2 critical value (55.759) we reject the null hypothesis and uphold the alternate hypotheses. Therefore, there is relationship between Boko Haram insurgency and security of women and children in IDPs camps in Maiduguri Metropolis; there is relationship between Boko Haram insurgency and education of women and children in the IDPs camps in Maiduguri Metropolis, and there is relationship between Boko Haram insurgency and health of women and children in the IDPs camps in Maiduguri Metropolis

Discussion

The from hypotheses testing revealed that there is relationship between Boko Haram insurgency and security of women and children; There is also relationship

Between Boko Haram insurgency and education of women and children, and there is relationship between Boko Haram insurgency and health of women and children. Thus, Boko Haram insurgency has effect on women and children. The findings corroborate the work of Anugwom (2019) who found that children and women are paying for this insurgency in multiple ways. In a sickening turn of events, it became clear in 2014 that children and women had been selected by Boko Haram for suicide missions.

The finding from Table 9 revealed that women and children are vulnerable to lose of lives and property as a result of Boko Haram attacks in the camps One hundred and fifty one (151) representing 61.92% respondents strongly agreed that women and children were vulnerable to lose of lives and property as a result of the attack while eighty two (82) respondent representing 31.54% agreed to that effect. Thus, Boko Haram insurgency has effect on the security of lives and property of women and children at the IDPs camps in Maiduguri metropolis. This finding is in line with the work of Anugwom (2019) which asserts that children and women are paying for the insurgency in multiple ways. In a sickening term of events it became clear in 2014 that children and women had been selected by Boko Haram for suicide missions.

The finding from table 9 revealed that the quality of formal education received by women and children is very low. One hundred and ninety one respondents representing 73.46% affirmed strongly that the quality was low. Similarly, twenty two (22) respondents representing 8.46% also agreed that the quality was low. This finding corroborate the work of Isokpan and Durojaye (2016) Which state that education was profoundly affected as a result of the targeted attacks on school children, teachers, schools and other education facilities. Armed conflict affects the entire populace but it makes a special impact on women and children as a vulnerable group.

The findings from tables 10 and 11 revealed that health facilities are relatively inadequate and there have been increasing prevalence of diseases such as HIV and AIDs respectively in the camps. One hundred and eighty (180) and One eighty seven (187) respondents representing 69.23% and 71.92% respectively gave affirmative answer. Apart from the fact that health facilities are relatively inadequate in the camps, Omole et al (2015). Confirm that new cases of HIV/AIDs were reported in camps and other major illnesses. These include respiratory tract infections, physical injuries, psychological trauma and undetected polio cases.

The findings from tables 12, 13 and 14 revealed that women are living below the poverty line, women and children have no sufficient access to food in the camps and that they have been experiencing inadequate income capacity for the purchase of the available food, One hundred and ninety (190), One hundred and eighty one (181) and two hundred and ten (210) respondents representing 73.86%, 69.62% and 80.77% respectively affirmed that. Apart from

inadequate income capacity of women and children. Azad and Kaila (2018) confirmed that the adverse effect of food security might be a household living below the poverty line, thereby making households to continuously struggle to obtain food in the market or produce for their own use. During insurgency households who have food to survive might temporarily experience food insecurity.

Implications

The findings of this study have far- reaching implications:

1. Since women and children are vulnerable to lose of lives and property as a result of Boko Haram attacks in camps, they are likely to experience psychological trauma.
2. Increase in illiteracy rate among women and children.
3. Many women and children may be prone to diseases.
4. Inadequate food security may result in malnutrition, hunger and starvation.

Summary Conclusion and Recommendation

In this section, summary of the study, conclusion and recommendation are presented.

Summary of the study

The researchers administered questionnaire to 260 internally displaced persons residing at Bakassi camp, custom House, Dalori I camp Dalori II camp, El- miskin I camp, miskin II camp EYN wulari camp, Farm centre camp, Gubio camp, madinatu camp, MOGOLIS camp, Muna camp, NYSC camp, New stadium camp, and Teacher village camp. The sample of 260 was obtained using Kreicjic and Morgan (1970) formula for the computation of sample size. The researchers had also employed simple random sample in which every member of the population had equal and known chance of being selected to represent the population.

The research provided answer to the four research questions of the study while Chi-square was employed to test the hypothesis at 0.05 probability level. The hypothesis tested revealed that Boko Haram insurgency has effect on women and children. Also Boko Haram insurgency has strong effect on security of lives and property of women and children at the camps, the quality of formal education received by women and children is very low, health facilities are relatively inadequate , there has been increasing prevalence of diseases such as HIV/AIDs in camps women and children are living below the poverty line women and children have no sufficient access to food in the camps and they have inadequate income capacity for the purchase of available food.

Conclusion

Evident from the study are the follow conclusion: Boko Haram insurgency has effect on the security of lives and property in the camps; the quality of formal education received by women and children is very low; health facilities are relatively inadequate in the camps; There has been

prevalence of diseases such as HIV/AIDs in camps; women and children have no sufficient access to food in the camps; they also live below the poverty line; they have inadequate income capacity for the purchase of available food.

Recommendations

1. Government should intensify effort in providing adequate protection to lives and property in the camps. This can be achieved by stationing enough security at the camps and there should be proper monitoring of people entering and exiting from the camps, close circuit television (CCTV) should also be installed at strategic locations of the camps.
2. Government should provide quality education to women and children in camps this would go along in transforming them and making them to be good citizens and self reliant.
3. In order to cater the health conditions of the IDPs, Government should provide adequate health facilities in the camps. This is by way of seeking interventions from WHO, NGOs among others. Government should also make attempt to prevent the prevalent of HIV/AIDs and other disease through the involvement of religious leaders to enlighten them on the danger of such an unwholesome act.
4. Government should involve international and local donors agencies in providing food to the IDPs as Government alone cannot bear the responsibility of providing food to the IDPs.

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