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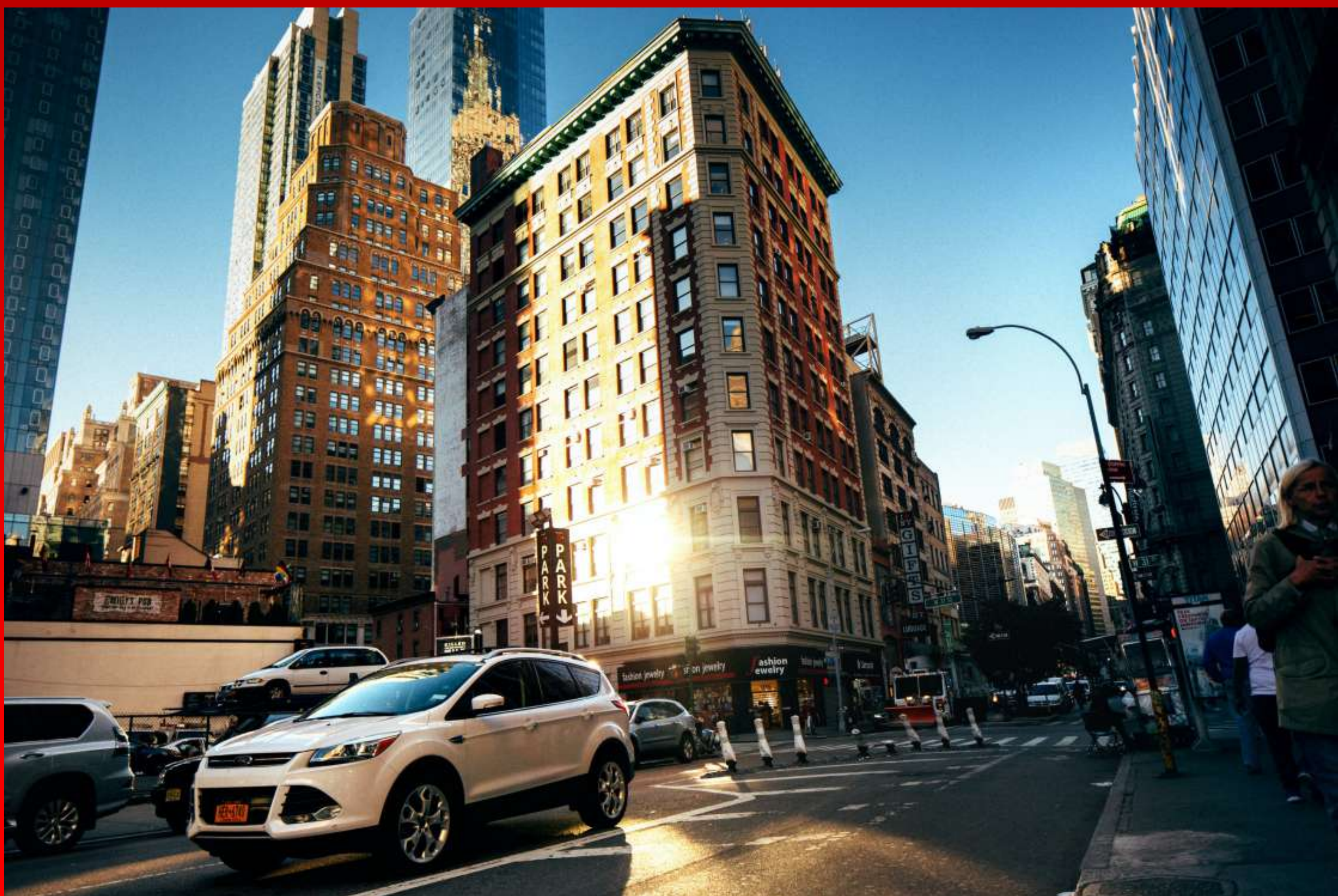

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Instructional Delivery Digitalization and Job Performance of Business Education Lecturers in Ignatius Ajuru University of Education Port Harcourt, Rivers State

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Abstract: *This work examined the influence of instructional delivery digitalization on job performance of business education lecturers in Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria. The objective of the study was to examine the extent to which dimensions of instructional delivery digitalization such as networks and e-library facilitate the measures of lecturers performance such as supervision of students academic activities. The study also sought to determine the moderating role of technological level of the institution in the relationship between instructional delivery digitalization and lecturers performance. The study adopted the descriptive survey research design. A census study was used from a population of 22 lecturers of different categories drawn from the department of business education in Ignatius Ajuru University of Education, Port Harcourt. After validating the instrument, by two lecturers in the department of business education, Ignatius Ajuru University of Education, 22 copies of the structured questionnaire were administered, while 15 copies were retrieved. The reliability of the instrument was ascertained using Crombach Alpha test method. Mean and standard deviation were used to analyze the data generated. The results showed that dimensions of instructional delivery digitalization such as networks, and e-library facilitate measures of lecturers performance such as supervision of students seminars, projects, and industrial training. The study concluded that instructional delivery digitalization brings about lecturers performance in business education in Ignatius Ajuru University of Education. Consequently, the study recommended among others that the institution should improve the technological level of digital facilities to enhance digitalization of supervision of lecturers' activities.*

Keywords: *Industrial Delivery, Digitalization, Networks*

Backgrounds to the Study

Digitization is the process of creating a digital image and then presenting it on a computer, local area network or the Internet. Digitization refers to the conversion of an item in printed. text, manuscript, image or sound, film and video recording from one format (usually print. or analogue) into digital. The process basically involves taking a physical object and captured documents using a scanner or digital camera and converted to digital format that can be stored electronically and accessed via a computer. Digitization simply, is an electronic process of converging information from an analog format to the digital format.

Digitization has no doubt changed our education system, but we cannot say that it has diminished the value of our old time classroom learning. The best part about the digitization of education in the 21st century is that it is combined with the aspects of both; classroom learning and online learning methods. Walking hand in hand both act as a support system to each other, which gives a stronghold to our modern students. Digitization in education has also proved to be the right method for saving resources. Online examination platforms have restricted the frivolous usage of paper, directly confining the cutting down of trees.

Business Education, according to Osuala (1987) is a broad based programme that has a composite of courses in general education, basic business and office education. Business Education is synonymous with any education given in the vocational tertiary institutions, which prepares the individual to acquire skills and competencies in office education as well as in pedagogy necessary for teaching. It equips students with business concepts, knowledge, attitudes, habits and skills for personal use, and for entry into the business world as employers or employees. Those who teach business education should be able to teach ethics and morals to students by the way they talk to them and show what they say by their behaviour. They should be versatile with modern information technologies like the word processors, computers, dictating machines, reprographic and storage machines, copiers and printers, microfilm machines, accounting and fax machines, calculators, electronic mail, voice mail, telecommunicating and teleconferencing machines etc. Therefore, the business educators should be ready to equip the students with the necessary skills, facts, knowledge, understanding, habits and attitudes that will make them meaningfully exist with others as useful and productive members of the society.

One of the goals stated in the National Policy On Education (NPE) is “The acquisition, development and inculcation of the proper value orientation for the survival of the individual and the society”. Wilkin(1979) agreed that for one to be economically literate and create awareness for other citizens, to be competent workers and wise consumers, one must have some understanding of how business education functions, so it becomes imperative that business educators should play critical roles in making Nigeria a self-reliant, patriotic and productive nation through educating students appropriately. In the National Policy on Education, Business Education was formulated when modern information technologies have not been introduced in Nigeria.

This accounts for the fact that Business Education essentially consisted of subjects like accounting, typewriting, shorthand, office practice, marketing, auditing, secretarial practice, and management etcetera. Some courses in Business Education have to be restructured in order to meet the needs of the changing society and also make teaching and learning easy. For example, the keyboarding skill in typewriting remains relevant because the typeface of the typewriter is the same with the computer keyboard, but there are some topics in typewriting that need to be restructured. This is necessary because the method of teaching them on the typewriter is not the same as that of the computer. The methods of setting margins, centering items, paragraphing, filing, tabulating jobs etc are not the same methods of doing them on the computer, so the scheme of work has to change in order to incorporate the facts that would enable the Business educators achieve success. Also, shorthand may no longer be relevant in the school today because of the varied modern equipment, like the dictating machines, voice mail, recording and many others that can be used in place of shorthand note taking, so the curriculum planners in this respect should revisit that area. The modern Accounting and Auditing Principles with the use of the computer should be incorporated into the Curriculum.

However, the sordid situation in tertiary institutions offering Business Education is the use of insufficient, deficient and obsolete equipment in Business Education Departments. As a result of this the imparting of knowledge is eighty percent theory and twenty percent practical. The reverse should be the case. Office Education should be a core subject in Business Education and one, which should be made mandatory for all students in tertiary institutions, as all products of these institutions would one day end up in the office either as employers or employees. (Obindah, 2017).

Academic performance is the outcome of education, the extent to which a student and lecturer or institution has achieved their educational goals. The influence of lecturers or teachers' teaching effectiveness on the learning outcome of students as measured by student's academic performance has been the subject of several studies (Adediwura and Tayo 2007) and (Adu and Olatundun, 2007).

The teaching role of lecturers involves preparing and delivering of lectures, supervision of students in industrial training, final year project, post graduate students, marking assessments and grading of scripts. Other functions include development and promotion of innovative teaching methods, consultation with students and production of teaching materials for students. Research role involves carrying out investigations on identified problem(s), presentation of findings of such investigations in conferences/seminars and publishing the findings in journals and/or text books. The third role involves rendering services both to the school and the community at large. Such services include heading a department, faculty, committee, external supervisor, advisor of student societies, members of other recognized committees at departmental, faculty and university levels–example; sports, graduation, convocation etc. Goodall (2013) states that teaching and research are the core functions of a lecturer and their quality can be improved by hiring the best scholars and empowering them with good incentives.

Statement of the Problem

The performance of lecturers in tertiary institution in Nigeria has been criticized in recent times by stakeholders in the country. A keen observation shows that there is poor supervision of students' works with the use of digital facilities in Ignatius Ajurun University of Education, Port Harcourt, Nigeria. Many lecturers in tertiary institutions have cultivated the habit of not properly supervising students works, and they show lukewarm attitude to academic work. These lecturers are said to have poor attitude to work and poor digital skills resulting in poor graduates. These lecturers are said to lack the zeal to work, the briskness and the momentum of hardworking people; and generally, dedication, honesty, competence and determination, all of which characterized highly performing and productive people in a society. In view of these misconducts, lecturers have been misconceived as being ineffective in performing their supervisory role. Stakeholders attributed this to lack of knowledge and digital skills while others blame the predicament on poor digitalization of the institutions. Obviously, many lecturers do not adequately monitor and supervise the activities of their students in the classroom. The poor performance of lecturers has negatively affected the image of their institution as stakeholders in the country believe that these lecturers are inefficient on the job. The poor performance of the lecturers could be traced to inadequate digital communication technologies in their institution. Many classrooms in tertiary institutions do not have adequate digital communication technologies such as Networks, social media means of communication and e- library facilities. This has made it difficult for lecturers to effectively supervise the activities of their students, thereby resulting in poor performance in that aspect. It is believed that the provision of adequate digital facilities for supervision would enhance the job performance of lecturers in Ignatius Ajuru University of Education. However, there is no empirical evidence to justify this claim in the Nigerian context as most of the studies on instructional delivery digitalization and job performance were carried out in the developed countries while empirical studies that examined the relationship between instructional delivery digitalization and job performance of lecturers in Ignatius Ajuru University of Education is lacking. These created the gap in empirical literature which the present study is set to fill.

Purpose of the Study

The purpose of this study was to examine the relationship between instructional delivery digitalization and job performance of male and female lecturers in Department of Business Education, Ignatius Ajuru University of Education, Port Harcourt. The specific objectives was to;

1. To determine the extent to which networks differ from Business Education Lecturers' supervision in Ignatius Ajuru University of Education, Port Harcourt.
2. To determine the extent to which e-library facilities differ from Business Education Lecturers' supervision in Ignatius Ajuru University of Education, Port Harcourt.
3. To determine the extent to which technological level of institutions moderate job performance of Business Education Lecturers in Ignatius Ajuru University of Education, Port Harcourt.

Research Questions

The following research questions will be put forward to address the objectives of this study;

1. To what extent does networks differ from Business Education Lecturers' supervision in Ignatius Ajuru University of Education, Port Harcourt.
2. To what extent does e-library facilities differ from Business Education Lecturers' supervision in Ignatius Ajuru University of Education, Port Harcourt.
3. To what extent does technological level of institutions moderate job performance of Business Education lecturers in Ignatius Ajuru University of Education, Port Harcourt.

Research Hypotheses

The following hypotheses were formulated to guide this study;

1. There is no significant difference in the mean rating of Male and Female Business Education Lecturers on the use of networks in the supervision of students' activities in Ignatius Ajuru University of Education.
2. There is no significant difference in the mean rating of Male and Female Business Education Lecturers on the use of e-library facilities in the supervision of students in Ignatius Ajuru University of Education.
3. Technological level of the University does not significantly moderate the difference between instructional delivery digitalization and job performance of Male and Female Business Education Lecturers in Ignatius Ajuru University of Education.

Scope of the Study

Content wise, the study focused on instructional delivery digitalization and job performance of lecturers. It covered the dimensions of instructional delivery digitalization such as; website networks, and e-library facilities and the measures of job performance of lecturers in terms of; supervision. The relationship between instructional delivery digitalization and job performance of lecturers were the main focus of analysis.

Geographically, this study was limited to Ignatius Ajuru University of Education, Port Harcourt, Nigeria. This tertiary institution was chosen on the basis that she offers Business Education. The unit of analysis was made up of lecturers in Business Education in Ignatius Ajuru University of Education Port Harcourt. The lecturers include: the Professors, Readers, Lecturer 1, Lecturer 11, Assistant Lecturers, and Graduate Assistants.

Operational Definitions of Terms

The following key terms are defined for the purpose of understanding

Instructional Delivery: Instructional Delivery refers to the interaction among the student, the teacher, the content, and the. knowledge/skills/dispositions students will need for learning and collaborating with others in a diverse. society and rapidly changing world

Digitalization: Digitization refers to creating a digital representation of physical objects or attributes. For instance, we scan a paper document and save it as a digital document (e.g., PDF). In other words, digitization is about converting something non-digital into a digital

Networks: A network consists of two or more computers that are linked in order to share resources (such as printers and CDs), exchange files, or allow electronic communications. The computers on a network may be linked through cables, telephone lines, radio waves, satellites, or infrared light beams.

Conceptual Review

Concept of Instructional Delivery Digitalization in Nigeria

Digitalization for instructional delivery in Nigerian universities is still a mirage despite the fact that digitalization has become increasingly important in universities with its immensely usage in this era of technological advancement. Digitalization is a hot concept in universities which has been growing since the inception of the first web-based courses in the mid to late 1990s (Bich-sel, 2013). In recent decades, the use of information and communication technologies (ICT) for educational purposes has increased, and the spread of network technologies has caused e-learning practices to evolve significantly (Kahiigi, Ekenberg, Hansson, Tusubira, & Danielson, 2008). Digitalization is a new approach to teaching and learning, representing all or part of the educational model applied, that is based on the use of electronic media and devices as tools for improving access to training, communication and interaction and that facilitates the adoption of new ways of understanding and developing learning. Digitalization involves the use of a computer or electronic device (e.g. a mobile phone) in some way to provide training, educational or learning material. (Stockley, 2006). It is the delivery of a learning, training or education program by electronic means. Digitalization could also be considered a natural evolution of distance learning, which has always taken advantage of the latest tools to emerge in the context of technologies for structuring education (Albert, Dimitrios, & Nati, 2012).

The huge growth of computers, the internet and other electronic devices such as smart phones and tablets provide global opportunities for education, especially for learning outside the premises of the school (Ngwoke, 2011). They are powerful tools for the development of quality teaching. They are also catalysts for radical change in existing school practices and veritable vehicle for service delivery in universities. They have facilitated quick delivery of learning and dissemination of knowledge and information in a way that were not previously possible. The recognition of these facts, has led to the Federal government of Nigeria to instruct the National Policy on Education to set standards, regulate framework for the deployment of ICT infrastructure at all levels of education in Nigeria. The federal government urged the state government to adopt the National Policy on Computer Education of 1998 which has its objectives as to encourage teachers to develop a sense of rapport with computer and appreciate its potentials for solving teaching and learning challenges and to entrench computer culture that permeates all activities in institutions of learning (Adeosun, 2010).

Dimensions of Instructional Delivery Digitalization

Networks

Generally, networks are distinguished based on their geographical span. A network can be as small as distance between your mobile phone and its Bluetooth headphone and as large as the internet itself, covering the whole geographical world. Five types of internet network are discussed.

Personal Area Network (PAN)

A Personal Area Network (PAN) is smallest network which is very personal to a user. This may include Bluetooth enabled devices or infra-red enabled devices. PAN has connectivity range up to 10 meters. PAN may include wireless computer keyboard and mouse, Bluetooth enabled headphones, wireless printers, and TV remotes. For example, Piconet is Bluetooth-enabled Personal Area Network which may contain up to 8 devices connected together in a master-slave fashion.

Local Area Network (LAN)

LAN is (by definition) a local network, usually operating in the same building or on the same campus. A computer network spanned inside a building and operated under single administrative system is generally termed as Local Area Network (LAN). Usually, LAN covers an organization offices, schools, colleges or universities. Number of systems connected in LAN may vary from as least as two to as much as 16 million. LAN provides a useful way of sharing the resources between end users. The resources such as printers, file servers, scanners, and internet are easily sharable among computers. LANs are composed of inexpensive networking and routing equipment. It may contain local servers serving file storage and other locally shared applications. It mostly operates on private IP addresses and does not involve heavy routing. LAN works under its own local domain and controlled centrally. LAN uses either Ethernet or Token-ring technology. Ethernet is most widely employed LAN technology and uses Star topology, while Token-ring is rarely seen. LAN can be wired, wireless, or in both forms at once.

Metropolitan Area Network (MAN)

The Metropolitan Area Network (MAN) generally expands throughout a city such as cable TV network. It can be in the form of Ethernet, Token-ring, ATM, or Fiber Distributed Data Interface (FDDI). Metro Ethernet is a service which is provided by ISPs. This service enables its users to expand their Local Area Networks. For example, MAN can help an organization to connect all of its offices in a city. Backbone of MAN is high-capacity and high-speed fiber optics. MAN works in between Local Area Network and Wide Area Network. MAN provides uplink for LANs to WANs or internet.

Wide Area Network (WAN)

As the name suggests, the Wide Area Network (WAN) covers a wide area which may span across provinces and even a whole country. When an organization needed to provide a network over a wider area (with locations in different cities or states, for example), they would build a wide area network (WAN). Generally, telecommunication networks are Wide Area Network. These networks provide connectivity to MANs and LANs. Since they are equipped with very high speed backbone, WANs use very expensive network equipment. WAN may use advanced technologies such as Asynchronous Transfer Mode (ATM), Frame Relay, and Synchronous Optical Network (SONET). WAN may be managed by multiple administrations.

e-library

The Electronic Library System enables users to obtain open digitized data from anywhere in the world by online access. The Electronic Library System was developed on the basis of the following five concepts: Digital Network Interactive Multimedia Scalable With the various functions as shown below, the Electronic Library System supports a series of user's actions for searching and reading books. Retrieval support functions **include;** Bibliographic data retrieval Hypertext retrieval, Keyword retrieval, Retrieval using term hierarchy. Reading support functions include; Simultaneous reference to multiple books, Dictionary, Notes and tags, Translation, Speech output, and others.

e-book

An eBook is a non-editable, reflowable book that is converted to a digital format to be read on any digital device such as computer screens or mobile devices. To have a better understanding of what an eBook really is, let us take a look at the characteristics of an eBook. For starters, eBooks are files that you can read on a digital device; a tablet, smartphone, computer, etc. But again, considering other files that *can* be read on digital devices (i.e. word documents) eBooks have specific characteristics that differentiate them. One distinct characteristic of an eBook: the text should not be editable. An eBook should always be converted into a format that ensures it's un editable. With thousands of people having access to it on digital devices, people could potentially change any content without the author's permission. So, in order to qualify as an actual eBook, text should not be able to be changed in any way, just like a paperback book. Another important characteristic is that *true* eBooks should be reflowable. This means that no matter what the size of the screen you're viewing the eBook on, it will always fit your screen; text will remain formatted with line breaks and chapters and images will resize to fit the proportions of the device you are reading on. There is one exception though: PDFs. Considering PDFs cannot be edited, but they are not reflowable, they technically do not qualify as eBooks according to the characteristics that differentiate eBooks. But with businesses taking advantage of the ease of PDF downloads and distribution, PDFs have become "unofficial" eBooks and are still widely used eBook formats. Ebook format include the following:

e-mail

Electronic mail (e-mail) operates across computer networks, which primarily is the Internet. To use email requires an email package either on the host or on the client (your PC). *PINE* and *ELM* are packages installed on the host whereas *PCmail*, *Messenger*, *Outlook*, and *Eudora* are on PCs. All of these packages interact with the sendmail program that connects with the network but the amount of information that is passed between your PC and the host is relatively small. The host is always connected to the network and stores the mail it receives until you decide to open it on your PC and act on it. To use email, you need a terminal emulation software package on your PC that connects with the host, for example, *ProComm* and *Hyperterminal*. Alternatively, one will use SLIP (Serial Line IP) or PPP (Point to Point Protocol) with a modem to simulate being connected directly to a LAN. These packages either help you send commands to the email package on the host (PINE, ELM, etc.) or help your PC-based email package (Eudora, etc.) interact with the SMTP server. Web-based email such as Hotmail is also popular. It is a free email system (www.hotmail.com), but the internet is needed as access to use it. The advantage with Web-based mail (in addition to the older Hotmail there is *Yahoo*, Gmail, Outlook and many others) is that you can receive and send email anywhere you can find access to the Web, for example, an Internet cafe anywhere in the world.

e-portfolio

An ePortfolio is a collection of work (evidence) in an electronic format that showcases learning over time. An ePortfolio may contain all or some of the following: Files of various formats (text, pictures, video, etc.), Evidence related to courses taken, programs of study, etc., Writing samples (which might include several drafts to show development and improvement), Projects prepared for class or extracurricular activities, Evidence of creativity and performance, Evidence of extracurricular or co-curricular activities, including examples of leadership, Evaluations, analysis and recommendations. The following are types of e-portfolio;

1. **Showcase/Professional ePortfolios** : These ePortfolios are primarily a way to demonstrate (showcase) the highlights of a student's academic career.
2. **Learning ePortfolios**: These portfolios are typically created by a student as part of a course as a way to demonstrate learning and the learning process. These portfolios are often shared with other students to elicit peer feedback. Learning portfolios support the idea of formative feedback as an essential part of the learning process.
3. **Assessment/General Education ePortfolios** : The use of portfolios playe a substantive role in the assessment of general education competencies. Using both formative and summative assessments feedback provided to colleges, departments and instructors on the quality of evidence students used in their portfolios to demonstrate general education competencies.

Concepts of Job Performance

Performance is defined at the level of each individual within the organization or at organization level. It is perceived as an understanding of the achieved results of behavior and outcome. The behavioral aspect refers to what an individual does in the work situation. It encompasses. behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals: "Performance is what the organization hires one to do, and do well"(Campbell et al., 1993, p. 40). Thus, performance is not defined by the action itself but by judgmental and evaluative processes (Ilgen & Schneider, 1991; Motowidlo, Borman, & Schmit, 1997). Moreover, only actions which can be scaled, i.e., measured, are considered to constitute performance (Campbell et al., 1993). The outcome aspect refers to the consequence or result of the individual's behavior. The above described behaviors may result in outcomes such as numbers of engines assembled, pupils' reading proficiency, sales figure, or number of successful heart operations. In many situations, the behavioral and outcome aspects are related empirically, but they do not overlap completely. Outcome aspects of performance depend also on factors other than the individual's behavior. For example, imagine a teacher who delivers a perfect reading lesson (behavioral aspect of performance), but one or two of his pupils nevertheless do not improve their reading skills because of their intellectual deficits (outcome aspect of performance). Or imagine a sales employee in the telecommunication business who shows only mediocre performance in the direct interaction with potential clients (behavioral aspect of performance), but nevertheless achieves high sales figure for mobile phones (outcome aspect of performance) because of a general high demand for mobile phone equipment. In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect.

Measures of Job Performance of Lecturers

The University is a place where human minds are trained and knowledge developments are facilitated. It is a community of scholars and researchers, who are keen on improving the quality of existing knowledge or recreating as well as reinterpreting existing social, cultural, economic, scientific or technological findings. The university, like any other organization relies on its employees who work to stir up the activities/affairs of the organization in order to achieve its objectives and improve organizational performance. These employees are regarded as most important and tangible assets in the organization (Onyeizugbe & Orogbu, 2015). It is a popular knowledge that no university will grow beyond the quality of human resources that constitute the teaching and nonteaching staff. This is because productivity lies within the employees' ability and commitment as well as initiatives to improve the sustainability of the organization, which are often ratified by management (Markos & Sandhya, 2010). Performance is the measurement of actual output or result against set goals. The line managers and leaders play vital roles by accommodating employees concerns so as to maintain organization performance (Kazimoto, 2016). The performance of universities in Nigeria is regulated by National Universities Commission (NUC), and this agency is saddled with the responsibilities of ensuring quality assurance of academic programs and providing framework for ranking the performance of universities against set criteria. According to the framework for measuring the lecturers' performance, a lecturer's performance is measured based on his/her research output, supervision, quality of teaching, evaluation, community services among others

Supervision

Supervision is the ability to manage, lead and supervise students during the learning process. It has been shown to be an indispensable component of effective teaching and learning, more so in Sub-Saharan Africa where the challenge of overcrowded classrooms hinders effective teacher instruction in the classroom. For the classroom to serve its purpose, the teacher must be able to establish order. This requires him/her to have the knowledge, attitude and skills necessary. He/she must be able to establish rapport with the students and their parents, involve students in the processes of establishing ground rules for behavior and being accountable for their actions, manage transitions during instructions, motivate students to maximize time-on-task, supervise students in their learning activities, Seminar works, teaching practice, industrial training, project and lastly deal with students' misbehavior effectively.

Seminar Supervision

A seminar may be defined as a gathering of people for the purpose of discussing a stated topic. Such gatherings are usually interactive sessions where the participants engage in discussions about the delineated topic. A seminar is, generally, a form of academic instruction, either at an academic institution or offered by a commercial or professional organization. It has the function of bringing together small groups for recurring meetings, focusing each time on some particular subject, in which everyone present is requested to actively participate. This is often accomplished through an ongoing Socratic dialogue with a seminar leader or instructor, or through a more formal presentation of research. Normally, participants must not be beginners in the field under discussion. The idea behind the seminar system is to familiarize students more extensively with the methodology of their chosen subject and also to allow them to interact with examples of the practical problems that always occur during research work. It is essentially a place where assigned readings are discussed, questions can be raised and debates can be conducted. It is relatively informal, at least compared to the lecture system of academic instruction. A seminar may have several purposes or just one purpose. For instance, a seminar may be for the purpose of education, such as a lecture, where the participants engage in the discussion of an academic subject for the aim of gaining a better insight into the subject. Other forms of educational seminars might be held to impart some skills or knowledge to the participants. Examples of such seminars include personal finance, web marketing, real estate, investing or other types of seminars where the participants gain knowledge or tips about the topic of discussion.

Industrial Training

Industrial training refers to the work experience that is relevant to professional development prior to the graduation. In *Industrial training* students join the company. The industrial training exposes the students to professional skills and experiences in industrial engineering practices. In preparing the students for the real working environment as Business Educators, industrial training helps to produce Business Education students with technical and soft skills competency. The industrial training is offered in the semester break between the sixth semester and the seventh semester. The students are attached for 10 to 12 weeks of training at various industries in Malaysia. Students earn six credit hours after the completion of industrial training. A grade of Pass or Fail is given after the presentation and submission of the industrial training report. After the completion of the industrial training, undergraduates are expected to:

1 . Practice actual Business Education knowledge and skills at the industry.

2. Practice and implement soft skills in actual Business Education working environment such as office management skill, planning skill, computer skill, presentation skill and typing skill.
3. Have interpersonal skills and professional ethics.
4. Have insights into the future professional life of Business Educators.
5. The internship has to be completed in an industrial enterprise or office. The students participate in all activities and is tutored under an industrial based supervisor and an institutional supervisor. This ensures that all activities carried out during the period of industrial training are related to Business activities.

Teaching Practice

Teaching practice is an important component of becoming a teacher. It grants student teachers experience in the actual teaching and learning environment (Ngidi & Sibaya, (2003). During teaching practice, a student teacher is given the opportunity to try the art of teaching before actually getting into the real world of the teaching profession (Kasanda, 1995). Student teachers also know the value of teaching practice and as remarked by Menter (1989), they perceive it as 'the crux of their preparation for the teaching profession' since it provides for the 'real interface' between student hood and membership of the profession. As a result, teaching practice creates a mixture of anticipation, anxiety, excitement and apprehension in the student teachers as they commence their teaching practice (Manion, Keith, Morrison & Cohen, (2003).

Project

A project is defined as a sequence of tasks that must be completed to attain a certain outcome. According to the Project Management Institute (PMI), the term Project refers to "to any temporary endeavor with a definite beginning and end". Depending on its complexity, it can be managed by a single person or hundreds.

Theoretical Review

The researcher anchors this study on cognitive flexibility theory by Spiro in 1950. Among the approaches to learning that draw on cognitive theories, cognitive flexibility theory recognizes that some domains of knowledge are complex and ill-structured. In contrast to well-structured domains that may be organized in linear or hierarchical formats that translate into sequential instruction, ill-structured domains are viewed as irregular and contextual (Spiro *et al.,* 1987). The theory suggests that instructional design for such domains should represent the complexity of the domain by creating webs of information (e.g., through the use of hypertext), using multiple perspectives, and embedding the knowledge within multiple contexts. Students of ill-structured knowledge domains should engage in critical analysis, perspective taking, and problem framing to support the transfer of knowledge to new contexts. Thus, cognitive flexibility within such complex domains. This theory includes the ability to represent knowledge from different conceptual and case perspectives and then, when the knowledge must later be used, the ability to construct from those different conceptual and case representations a knowledge ensemble tailored to the needs of the understanding or problem-solving situation at hand (Spiro *et al.,* 1987). While some aspects of learning to teach may reside in learning factual information and theoretical principles, many aspects of teaching can be considered a complex and uncertain endeavor. Many illustrations of teaching practice demonstrate the complexity of teachers' knowledge application, decision making, immediacy of response, and the overall management of dilemmas in daily practice. Based on this view of teaching, knowledge for teaching requires a flexibility of application and practiced decision making that would allow beginning teachers to respond flexibly to messy and context-dependent variation.

Empirical Review

Omotayo and Yunus (2016) in their work "e-supervision of students' research writing in Nigerian open and distance educational institutions: challenges and prospects" opined that research is an aspect of the academic programme which students in tertiary educational institutions are expected to undergo. It involves identification, investigation and suggestion of solutions to societal developmental problems. Higher education students in open and distance learning institutions and centers make use of print and electronic media in knowledge and skill acquisition with minimal physical contact. Their research activities are also electronically supervised. They examines prospects and challenges of using electronic method of research project supervision in Nigeria. It also discussed the roles of a supervisor in assisting distance learners to achieve the objectives of conducting an academic research. More funding of ICT education for lecturers and students, Public and Private Partnership (PPP) for the provision of facilities among others were recommended by the study to ameliorate the challenges of E-supervision in Nigerian higher institutions.

Onihunwa, Inyene, Archibong, Joshua, Irunokhai, and Omole (2020) did a work on Student Industrial Work Experience Scheme (SIWES) Online Interactive Platform For Students And School Supervisors The SIWES online interactive portal has been able to highlight majority of the problem the existing system has and also clearly defined the proposed system if integrated into the existing system will offer a lot. The proposed SIWES System has been implemented using HTML, CSC, BOOTSTRAP, SQL, and JAVASCRIPT. The implemented system, students can update their logbook at any time via a paperless, environmentally-friendly method as well as submit their logbook and final report online. Supervisors can access the student's logbook at any time; therefore they can evaluate and grade the student at their own pace. The SIWES coordinator may also access the grades at any time to monitor the progress of the industrial training process. Each stakeholder is classified into user sub-groups of a specific kind whose permissions and functionalities are pre-defined. Users of different kind are allowed to interact among themselves and also with users from different sub-groups in order to achieve common objectives or mutually beneficial tasks.

Cristina and Ricardo (2014) observed that students of online graduate or undergraduate programs are also needed of master or bachelor thesis to get their diplomas. In most of the cases, directors and students must face these processes online. However, despite the overall satisfaction with the online learning process, for these works, some students express negative attitudes, such as mistrust and insecurity. Obviously, these negative attitudes are not conducive to learning and student performance. As a result, supervisors are required to minimize the effects of these negative attitudes. Therefore, the monitoring activity is not limited to academic leadership, but also an activity similar to coaching. In this paper, authors investigate what lays behind bachelor and master thesis supervision in online settings. Specifically, authors sought to determine whether academic direction occur while coaching processes. In order to do so, authors applied an open questionnaire to a sample of supervisors. This questionnaire includes questions on four aspects: students' negative attitudes, strategies applied to reduce inappropriate attitudes and to promote good ones, similarities to coaching processes and finally, consideration on the difficulties of online supervision compared with the traditional one in terms of general difficulties, more negative student's attitudes and more effort during supervision. Results show that the majority of the supervisors interviewed had to apply some managerial complements to their duties. These strategies can be considered true coaching processes, although there is not substantial difference between conventional online supervision and traditional supervision of bachelor and master thesis.

Methodology

This study adopted descriptive survey research design. The population of twenty two (22) lecturers (17 male and 15 female) were drawn from Business Education Lecturers in Ignatius Ajuru University of Education, Port Harcourt, Nigeria. Because the population was small, the researcher used all the population as a census study. The researcher designed a questionnaire tagged Instructional Delivery Digitalization and Job Performance of Business Education Lecturers (IDEDIJOPAL) which contained twenty (20) items drawn from the research questions, this instrument was given a facial validation by a Doctorate Degree holder in the department of Psychology, Ignatius Ajuru University of Education. A test-re-test approach was used to determine the reliability of the instrument. Four (4) points Likert scale was used and was represented thus; High Extent (HE), Moderate Extent (ME), Low Extent (LE), and Very Low Extent (VLE) respectively. The questionnaire was personally administered and retrieved. Fifteen (15) copies (11 males and 4 females) which represent 60% retrieval were achieved. The mean score statistical tool was used to analyze the data using the questionnaire items. A mean score above 2.5 was accepted as agreeing to the question posed. While a mean score below 2.5 was rejected. Four hypotheses were formulated and tested in the course of this study. The t-test distribution was used to test the hypotheses at a critical value of 0.05 significance.

Results

Data presentation, analysis and interpretation of results

Research Question 1:
To what extent does networks facilitates Business Education Lecturers' supervision in tertiary institutions.

Table 1.1 Extent of Network on Lecturers Supervision

s/no	Questionnaire items	Male		Decision	Female		Decision
		X1	B1		X1	SD1	
1.	LAN and supervision of seminar	2.55	0.82	HE	2.25	1.50	LE
2.	LAN and supervision of project	2.73	0.79	HE	1.75	0.96	LE
3.	WAN an supervision of seminar	3.09	0.94	HE	3.25	0.96	HE
4.	WAN and supervision of project	3.27	0.79	HE	3.25	0.96	HE
	Grand mean	2.91	0.84	HE	2.63	1.10	HE

Survey Data 2021

The data presented in table 4.1 showed a grand mean total of 2.77 for the research question, which is greater than 2.5.this indicates that the extent to which network facilitates lecturers activities in supervision in Ignatius Ajuru University of Education is high

Research Question 2:
To what extent does e-library facilities facilitates Business Education Lecturers' supervision in tertiary institutions.

Table 1.2: Extent of e-Library on Lecturers Supervision

s/no	Questionnaire items	Male		Decision	Female		Decision
		X1	SD1		X2	SD2	
1.	E-book and supervision of seminar	2.27	1.10	LE	1.25	0.50	LE
2.	E-book and supervision of project	2.55	1.13	HE	1.50	0.58	LE
3.	E-portfolio and supervision of seminar	2.73	1.01	HE	1.75	0.96	HE
4.	E-Portfolio an Supervision of Project	3.27	0.79	HE	3.25	0.96	HE
	Grand mean	2.91	0.84	HE	2.63	1.10	HE

Survey Data 2021

The data presented in table 4.3 showed a grand mean total of 2.04 for research question three, which is less than 2.50. This implies that the extent which lecturers use e-library in supervising students' academic activities in Ignatius Ajuru University of Education is low.

Research Question 3:
To what extent does technological level of institution moderates job Performance of Business Education lecturers in tertiary institutions.

Table 1.3: Extent of Technological Level of Institution on Job Performance of Business Education Lecturers.

s/no	Questionnaire items	Male		Decision	Female		Decision
		X1	SD1		X2	SD2	
1.	Technological level and lecturers skills	1.82	0.98	LE	1.75	0.96	LE
2.	Technological level and lecturers effective supervision	1.27	0.65	LE	1.25	0.50	LE
3.	Extent of technological usage	1.45	1.04	LE	1.75	0.96	LE
4.	Level of dependence of Lecturers on e-supervision	1.45	0.99	LE	1.25	0.50	LE
	Grand mean	1.50	0.92	LE	1.50	0.73	LE

Survey Data 2021

The data presented in table 4.4 showed a grand mean total of 1.50 for research question four, which is less than 2.50. This is an indication that the technological level of digitalizing lectures job performance in Ignatius Ajuru University of Education is low.

Test of Hypotheses

Ho_1 There is no significant difference in the mean rating of Male and Female Business Education Lecturers on the use of networks in the supervision of students in tertiary institutions.

Table 1.4: t-test analysis of mean response of male and female lecturers on the extent of networks in supervision

Items	N	Mean	SD	Df	t-cal	t-tab	Decision
Male	*11*	2.91	0.84	13	0.97	2.160	Accepted
Female	4	2.63	1.10				

Source: Survey data 2021

The data presented in table 4.5 revealed that t-calculated value of 0.97 is less than t-tabulated value of 2.160 at 0.05 level of significance. Therefore the null hypothesis was accepted. It can then be stated that there is no significant difference in the mean rating of male and female lecturers on the extent of the use of network in supervision.

Ho_2 There is no significant difference in the mean rating of Male and Female Business Education Lecturers on the use of e-library facilities in the supervision of students in tertiary institutions.

Table 1.5: t-test analysis of responses on the e-library facilities and supervision

Items	N	Mean	SD	DF	t-cal	t-tab	Decision
Male	11	2.40	1.11	13	1.44	2.160	Accepted
Female	4	1.68	0.75				

Source: Survey data 2021

The data presented in table 4.7 revealed that t-calculated value of 1.44 is less than t-tabulated value of 2.160 at 0.05 level of significance. Therefore, the null hypothesis was accepted. It can then be stated that the0re is no significance difference in the mean rating of male and female lecturers on e-library facilities and supervision.

Ho_4 Technological level of Universities does not significantly moderates the difference between instructional delivery digitalization and job performance of Male and Female Business Education Lecturers in Ignatius Ajuru University of Education.

Table 1.6: t-test analysis of responses on the extent of technological level of institution and digitalizing job performance of lecturers

Items	N	Mean	SD	DF	t-cal	t-tab	Decision
Male	11	1.50	0.92	13	0.00	2.160	Accepted
Female	4	1.50	0.73				

Source: Survey data 2021

The data presented in table 4.8 revealed that the t-calculated value of 0.00 is less than t-tabulated value of 2.160 at 0.05 level of significance. Therefore the null hypothesis was accepted. It can then be stated that there is no significance difference the technological level of the institution and job performance of lecturers.

Summary of Findings

1. The mean rating of the extent on networks to ease lecturer's performance in supervising student's academic works is high.

2. There is no significance difference between the mean rating of male and female lecturers on instructional delivery digitalization and job performance of lecturers in Ignatius Ajuru University of Education.
3. The extent to which technological support in digitalizing lecturers job performance in Ignatius Ajuru University of Education is low. The research showed that there are no much facilities on ground to facilitate digitalization.

Discussion of Findings

From the research work, the extent to which network facilitate the supervision of seminar, projects etc., is high. It is easy for students to submit their topics online than in paper form and this makes it easy for proof reading, correction and approval. During the process, students upload their works to the lecturers to make corrections and in turn lecturer downloads, corrects and uploads back to the students. This however is helpful in distance learning. This process was used during the covid 19 era. In line with this digitalization mode, Michchaela (2014) carried out a study titled "Using social networks for supervising and mentoring" and opined that social networks have the potential to be used in supervising, but that they have a lot of disadvantages in making their adoption harder.

The mean rating on the extent of e-library and e-portfolio in supervising students' works is low. This is in agreement with the work done by Ogadebo, Oladipupo and Ilori (2016) on the extent of usage of electronic library facilities and argued that the use of e-library resources do not affect students' courses. On the contrary, Omotoyo and Yunus (2016) opined that higher education students in open and distance learning institution and centers make use of print and electronic media in knowledge and skill acquisitions, with manual and physical contact and their research activities are electronically supervised.

Even though this study suggested that the extent of supervision of industrial training is low, Onihunwa, Inyere, Archibon, Jeshua, Iruriokho and Omoa (2020) on the other hand argued that it is very possible as the implemented system, students can update their logbook at any time through a parperless environment-friendly method as well as submit their logbook and final reports online. They opined that supervisors can access the students' logbooks at any time and therefore can evaluate and grade the students at their own pace. The SIWES coordinator may also access the grade at any time to monitor the progress of Industrial Training Students' process.

For effective digitalization to be adopted in Ignatius Ajuru University of educating, Port Harcourt, there should be information communication and technology facilities on ground to facilitate digital information; sharing of ideas and collaboration. This study showed that there are no much facilities on ground to facilitate digitalization in the school. In view of this assertion, Amos (2019) observed that building online learning communities, assists students and lecturers in seminar, project, and industrial training supervisions. He asserts that benefits of mobile technologies/ubiquitous computing, internets, networks and social media platforms have facilitated and eased lectures performance of their obligation.

Summary, Conclusion and Recommendations

Summary

Change is a constant thing in life. The educational landscape has experienced drastic changes as technology and globalization intensifies. The educational process has also experienced significant innovation as we now use the internet, multimedia, social media, and educational software to enhance the quality of supervision in Business Education. However, digitalizing the supervision of seminar, projects, teaching practice, and industrial training in business education can be achieved.

In the light of the above, this work gave brief but comprehensive information about the background of the study, revealed the problem that necessitated the study which centers on the switching over from paper work to digital form. Effort was also made to state the main purpose and objectives of the study, research questions, hypotheses and showing the significance of the study. The work also described the scope or delimitation of the study and defined key terms operationally.

This research showed the theoretical basis of this work which was anchored on Cognitive Flexibility Theory by Spiro et al in 1987. It also dealt with the conceptual review where important and key concepts in the work were discussed in detail from the perspectives of various authors and researchers. Empirical review was also done to provide previous related empirical studies. It dealt with research methodology, and contained full description and specifications of the research design of this study, area of the study and the population of the study. The study critically analyzed primary data collected from the field as well as presents its results, and also summarized major findings of the study and the findings were also discussed. Finally, the work made a comprehensive attempt of summarizing the whole work, and draw conclusions.

Conclusion

Based on the analysis of data and discussion of findings, the study concluded that e-supervision innovations such as the use of network, internet, educational software, and multimedia should not be undermined; the study also concluded that business education lecturers in Ignatius Ajuru University of Education should digitalize the supervision of seminar, project, industrial training and teaching practice. Finally, the determinant of digitalization is built on the lecturers, students and the technological level of the institution.

Recommendations

Considering the importance of e-learning technology in supervising students' work.

1. Curriculum planners should embrace innovation and as such build in e-learning programmes in the Business Education Curriculum.
2. There should be the provision of good environment such as private power plants, e-classrooms, e-books etc for a switch over.

3. Government should employ professionals who are proficient in e-learning to manage the e-technological environment and assist the lecturers and the students where necessary.
4. There should be adequate funding for e-learning programmes in universities. Companies operating around Rumuolumini Area should be approached to fund this programme and let them understand the need for e-learning programmes in Ignatius Ajuru University of Education.
5. Capacity building seminars should be conducted to enhance the skills and willingness of Business Education Lecturers to the use of e-learning facilities for supervision.

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Stakeholders Relationship Management: An Alignment with the Systems School of Management Thought

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Abstract: *The systems school of management thought has served in the development of theories which will continue to provide managers and students of organisations with metaphors, terminology and explanations about how organisations function. One of such theories, the stakeholders' theory, describes the systemic relationship and interaction between the organization and its stakeholders. This paper discusses the stakeholder's relationship management and its alignment with the systems school of management thought. The objectives of the paper comprise of describing the stakeholder, examine the concept of stakeholders' relationship management as a contemporary and emerging topic in management, and discussing literature which aligns stakeholders' relationship management to the systems school of management thought. In conclusion, the paper describes business organizations as open systems which must interact with and involve their stakeholders in order to be effective, thus rooting the stakeholders' relationship management concept in the systems school of management thought. It was therefore recommended that organizations strive to effectively identify, map and engage their stakeholders as a means of ensuring survival and continuity.*

Keywords: *Stakeholders relationship management, Systems theory, business environment, open systems*

INTRODUCTION

The word 'stakeholder' has assumed a prominent place in public and private management theory and practice as there appears to be a consensus on the validity of stakeholders theory as the most appropriate forum in which to address the question of whether ethics can co-exist with strategies in organizational performance (Clarkson, 1995). Freeman *et al.* (2010) and other scholars (Bryson, 2004; Donaldson &Preston, 1995) posit that stakeholder theory is used to challenge the notion that 'stockholders' are the only group to whom management needs to be responsive. This draws into the picture, the implications associated with neglecting or ignoring the significance of groups or environmental constituents which contribute towards and could impact on the affairs of the organization.

Barnard (1968) claims that stakeholder concept developed from aspects of business and management education which is embedded in the search for theories that allowed for certainty, prediction and behavioural control. Similarly, Freeman (1984) insists that stakeholder theory was formed to address three core business problems; how value is created and traded, connecting ethics and capitalism, and helping managers think about management. Clarkson

(1995) validates the adoption of a stakeholder approach to management as fundamental because it contributes to the long-term survival and success of an organization. The advancement of stakeholder theory in the management literature is further being justified in three interrelated but distinct approaches, which according to Donaldson and Preston (1995) serve to describe their relevance**:**

1. **Instrumental Approach**: Suggests that firms responsive to stakeholders will be more successful than those which are not (Maltby, 1997). That is to examine the connections between the practice of stakeholder's management and outcomes of various corporate goals. Recent research in Hart and Sharma (2004) reveals that this approach encourages firms to extend stakeholder engagement beyond primary groups critical to a firm's survival to the fringe groups as they assist the organization anticipate future sources of problems and emerging market.
2. **Descriptive Approach:** This approach to stakeholder theory examines the groups organizations identify as stakeholders and how the relationships are managed (Jawahar & McLaughlin, 2001)**.** The idea behind this approach is that stakeholder groups must be prioritized according to their power on organizations because it may not have all the resources to respond to every individual stakeholder demand (Madsen and Ulhoi, 2001). According to Mitchell *et al.* (1997) the analysis of stakeholder attributes suggests power, legitimacy and urgency, combined to determine the salience of a particular stakeholder group.
3. **Normative Approach**: This approach brings in ethical reasons why business should consult with stakeholders. It also identifies the philosophical or moral guidelines that are connected to the activities or the management of the organisation. Donaldson and Preston (1995) argues that organizations should engage with stakeholders based on underlying philosophical or moral principles.

Conversely, Weiss (1995) rejects the descriptive and instrumental usage of stakeholder theory, concluding that the normative approach had a weak foundation, therefore limiting its usefulness. Similarly, Thomas (1999) and Banerjee (2000) opined that organizations consider their interests in identifying and prioritizing stakeholders' demands. In all of this however, Freeman (2010) in his research explicitly regarded the stakeholder approach to be a strategic management tool which he insists as being instrumental as opposed to normative. From the foregoing there appears to be a lack of consensus on the position of stakeholders and their connection to the organization. One may argue that such incongruence on the issue exist due to the assessment of stakeholders' relationship from a rather narrow and isolated platform, void of its management theoretical underpinnings. There is therefore a need for identifying the significance of the content of stakeholders' relationship management to the wellbeing of the organization from a position that aligns it with its roots in the systems school of management thought. Hence, the purpose of this paper is to align stakeholders' relationship management within the ambits of the systems school of management thought, as a way of clarifying on its relevance to modern business organizations.

The following objectives are stated to guide the structure of this paper. The paper intends to accomplish as follows:

i. To describe the concept of stakeholders
ii. To examine the concept of stakeholders' relationship management
iii. To align stakeholders' relationship management with the systems school of management thought

LITERATURE REVIEW

Stakeholders

Most authors in both communication and management literature follow the broad definition of stakeholders derived from Freeman (1984) who describes the term "stakeholder" as any group or individual who can affect or is affected by the achievement of a firm's objectives Freeman (1984) and Bourne (2009). Similarly Archer (2003) describes it as any person or entity that is expected to either impact the project or be impacted by it. Whilst Freeman's definition is broad, there have been attempts to narrow and divide it into different groups. Clarkson (1995) categorizes them into voluntary and involuntary risk bearers in an organizational project. Whereas, Harris (2010) and Leung (2010) grouped them into internal and external stakeholders.

According to Harris (2010) and Leung (2010) the internal stakeholders are entities with legal contract to the project. These may include the shareholders, managerial employees and non-managerial employees. Shareholders are the owners of the organisation (investors). Managerial employees are those employees that are responsible for coordinating organisational resources and ensure that organisational goals are achieved. Whereas non-managerial employees are the workforce who have duties and responsibilities as outlined in a job description. Meanwhile they described the externals as entities with an interest in the project but without a contract. The people who are not the owners of the organisation, not employed by the organisation but can affect or been affected by the achievement of the organisation. They are the customers, suppliers, unions, host communities etc. The customers are responsible for selection of goods and services and money paid becomes their contributions to the organisation. The suppliers provide raw materials, component parts and other services to the organisation to reduce uncertainty in its technical or production operations for cost efficiencies. Government in other hands formulates policies/new regulation that may affect the organisation. Meanwhile, the relationship between the unions and the organisation can bring either conflict or corporation which has a direct effect on the productivity and effectiveness of the organisation. Host community has a stake in the outcomes of the organisation. Its general economic wellbeing and employment are affected by the achievement or the failure of the organisation.

Additionally, Leung (2010) argue that the externals consist of different sub-groups which he claims further strengthens the uncertainty of the definition as many clients irrespective of their category are termed stakeholders. On the other hand, Siering and Svensson (2012) argue that the category of a stakeholder will depend to a large extent on its proximity to, and activity in the project. Moreover, Clarkson (1995) classifies stakeholders into primary and secondary, where the primary stakeholders have a contractual tie to the organization and those who can affect or be affected by the organizations activities but may not influence the organization as secondary. Recognized as a central part of organizational effectiveness, stakeholders play important roles as advocates, sponsors, partners and agents of change.

Stakeholders Relationship Management

The underlying premise that consultation and dialogue with stakeholders will lead to better outcomes for all participants has been a subject of critical analysis states Collins *et al.* (2007), as a variety of authors have indicated that stakeholders can influence business in a more sustainable manner. This means that the capacity of an organization to generate sustainability over time is determined by its relationship with critical stakeholders. Freeman *et al.* (2010) supports the argument that organizations are increasingly dependent on their employees, suppliers and other stakeholders for existence therefore, cannot be self-contained.

Stakeholders make decisions based on their social responsibilities and economics; and are increasingly sensitive to the actions of organizations they have invested in (Freeman *et al.,* 2010). The management of stakeholders connotes institutions which are composed of an internal system of network existing within a framework of interrelated system of relationships with key internal (Direct) and external (Indirect) stakeholders**.** Most stakeholder management pundits agree that effective management of stakeholder relationship is crucial to resolving issues facing organizations, as they must continually take strategic decisions to effectively manage stakeholder interests. For emphasis, the stakeholder management allows for the effective management of the relationships with all stakeholders while serving their interests efficiently for sustained satisfaction. In corroboration, Harris (2010) opined that stakeholders are critical to the operations and subsequent performance of institutions.

Conversely, organisations do not operate alone but with multiple stakeholders in a world of relationships with the demands of globalization and complex scenarios given the emergence of global groups of stakeholders. Accordingly, suggestions have arisen for a redefinition of the complex relationship existing between institutions and stakeholders to guarantee that institutions adopt measures and policies that will promote the well-being of every stakeholder**.** Hitherto, organizations and business operate based on traditional beliefs that their primary responsibility is to the immediate stakeholders which are the investors (Freeman *et al*, 2010).

Among the broad array of literature that exists relating to the stakeholder process, Siering and Svensson (2012) highlights the practice where identification, classification, analysis and management of stakeholders are particularized. Bourne (2009) nevertheless has a different process which is more commercial, which is; identify, prioritize, visualize, engage and monitor. On the other hand, while stakeholder management processes are widely acknowledged, the optimal deployment of resources on stakeholder management activities is contested. Thus, Atkin and Skitmore (2008); Bourne and Walker (2006); Newcombe (2003) all agree that a fundamental feature in stakeholder relationship management is managing stakeholder expectations. Jepsen and Eskerod (2009) argue that the process of analysing the stakeholders while detecting these expectations is time consuming, however, Bourne (2009); Chinyio and Akintoye (2008) countered that the process was proper as stakeholder management data could be continuously updated in order to deal with expectations throughout the project life cycle. Bourne (2009) highlighted the foundation of effective stakeholder management as requiring the understanding of two factors; that a sustainable relationship provides some benefits to parties involved and that the tool to maintaining the relationship is communication.

Freeman *et al.,* (2010) and other advocates of stakeholder relationship management like Bourne (2009) suggests stakeholder analysis and engagement are approaches to be considered pertaining to relationship between business entities and groups or individuals. Further elucidating, the institute of internal auditors (2016) states that the suppliers relationship management (SRM) framework is a structured approach for identifying key stakeholders, documenting and implementing a plan for communication and periodic review of the plan in cases of significant restructure or change in the nature of the business or project. As a pre-requisite to stakeholder management, organizations must define their respective stakeholders and subsequently group them into two broad categories; influencers and stakeholders**.**

In agreement Donaldson & Preston (1995) opined that some stakeholders do not hold as much influence on the organization as others and therefore have no stake in the organization. Building on foregoing, Clarkson (1995) terms the relevant 'stakeholder' group as those 'without whose continuing participation, the corporation or project cannot survive as a going concern. Sautter and Leissen (1999) viewed organizations as often underestimating the complexity and importance of stakeholder identification; as the Institute of Internal Auditors (2016) simply puts it "not all stakeholders are equal, some have greater influence than others".

The Systems School of Management Thought

In the 1930's a biologist named Ludwig von Bertalanffy presented his systems theory to a philosophy seminar at the University of Chicago. Bertalanffy was a biologist who began the systems theory study in life sciences which eventually developed into the modern field of ecology. Bertalanffy believed that nothing could be understood by isolating merely one part of what plays a significant role in a system. His idea was that if a system was going to be examined or understood it had to be what he referred to as an open system (Bartol & Martin, 1991). An open system is one in which the system has both inputs and outputs. To demonstrate this example, we can look to the human body as an open system. In order for life to be sustained we must have oxygen, food and water to keep us alive. All of these components are what Bertalanffy labelled as inputs. However, he also explained that a system must have outputs or ways of excreting access waste or unused portions from the input. If our bodies were to never release air or excrete waste we would eventually self-implode because our body is not designed to simply keep receiving. An example of a closed system is one in which the system is self-sustaining and needs no input from outside sources which means there is nothing to put out.

Bertalanffy's idea laid the foundation for the systems school of management thought. As a theory, it was adopted in explaining the inter-dependence between the organization and its internal as well as external constituents. Its core argument is that nothing can be explained by isolating a component of total structure or system (Bechtold, 1997). As the systems theory began to develop, scholars from various disciplines began cultivating new theories with systems theory as their foundation. Theories involving individuals, relationships, families, organizations and groups all began to emerge with this basis of the systems theory. Systems theory became popular as a communication and relationship theory because it is believed that communication as well as relationships helps in defining and sustaining a system. Without good interactions and relationships, systems will fall out of homeostasis because the feedback loop or channel will fail to function properly.

Communication is the key to keeping an interpersonal system operating at its best. Systems theory plays an important role in communication because it helps develop strategies for effective communication, whether they are in individual, group or intercultural communication. In communication we are always communicating to those who are part of at least one system and we are always communicating as individuals who are part of at least one system. Once we realize our role in the system and how our decisions and actions affect the rest of these systems we are involved in, we can communicate more effectively. When someone becomes isolated in a system the means in which we can effectively communicate with them is drastically.

Systems Theory and Organizations

Systems theories, as opined by Jaja and Zeb-Obipi (1999) are those theories that consider an organisation as a system or as an interrelated and interdependent set of elements functioning as a whole, which are rooted in the natural and physical sciences aimed at connecting the concepts and techniques of other earlier theories into a unified theory. System theory according to them regards the organisation generally as a system with four basic factors; input, transformation process, outputs and feedback. Olum (2004) in his seminar paper presented at the 15th East African Central Banking Course, held on 12th July 2004, at Kenya School of Monetary Studies, describes inputs as resources such as raw materials, money, technologies and people; processes as planning, organising, motivating and controlling; outputs according to him are the products or services; whereas the outcomes/feedback as those factors that enhances quality of life or productivity for customers or clients and productivity.

Flood and Jackson (1991) viewed system as a complex and highly interlinked network of parts exhibiting synergistic properties the whole is greater than the sum of its parts. It is a collection of interrelated parts acting together to achieve some goal which exists in the environment. Also, system is defined as a set of objects together with relationships between the objects and between their attributes related to each other and to the environment so as to create or form a whole (Schoderbek *et al*, 1985). Further, Checkland (1981) suggests that a system as a model of a whole entity, which may be applied to human activity. With respect to management, system simply refers to a set of different independent parts working together in interrelated manner to

accomplish a whole. Cornell and Jude (2015) opined that systems theory focuses on the relations between the parts, rather than reducing an entity such as the human body into its parts or elements (e.g. organs or cells), systems theory focuses on the arrangement of and relations between the parts and how they work together as a whole. The way the parts are organized and how they interact with each other, determines the properties of that system.
Meanwhile, organisations are regularly described in systems terminology. Such descriptions have become an important aspect of explaining the nature of organisations and how they function. As well, these descriptions provide a common language for discussing issues relating to how to manage them more effectively. Robbins and Barnwell (1998) point out that describing organisations as systems provides insights into their make-up. For example, Harvey and Brown (1992) use systems terminology to describe a dynamic model of organisational change. Systems theory is an abstract model for better understanding the nature of the world (Bechtold, 1997).

Organisations are comprised of a set of interdependent parts, or sub-systems, that interact with each other to form a unified whole that gives the organisation its unique identity. The organisation is seen as being capable of making changes to these sub-systems, although it is recognised that this is not a simple process. From the presence of these interdependent parts, the organisation develops configuration and structure. The sub-systems can form into a hierarchy of systems. For example, organisations are made up of individuals at the micro level. Individuals work within the context of groups at another level. The organisation is also seen as a sub-system of a larger macro system, which may be identified as a larger organisation, industry, society or economic zone.

Business organisations are normally described as open systems. While organisations gain their identity from the boundaries that differentiate them from their context, their alliances and their competitors, organisational boundaries are permeable. Organisations are living systems based on networks of stakeholders bound together for a range of reasons. Such networks develop on the basis of the interactions that occur within the defining boundaries. But more importantly, the networks that represent the organisation prosper on the quality of the interactions that occur across the boundaries. Closed systems, such as clocks, have their boundaries clearly defined and are internally self-sustaining and self-regulating until the internal energy supply runs out. In the case of the clock, unless somebody intervenes and rewinds the spring, it stops indefinitely. As open systems, business organisations are capable of negative entropy. Entropy refers to the natural capacity for a system to fall into decline and decay over time. It can indicate the relative degree of disorganisation or disorder in the system or the potential for it. Negative entropy is the ability of open systems to bring in new energy in the form of inputs and feedback from the environment in order to delay or arrest entropy, the decaying process (Bartol & Martin, 1991).

An important aspect of organisations as transforming systems is achieving a state of equilibrium which is a state of balance between opposing forces or actions. Equilibrium represents a state of adjustment between opposing or divergent influences or elements, or homeostasis. It can also be the normal state of existence of a system in its environment (Smith, 1982). If an organisation is not changing it is not because it is in a state of equilibrium, but because it is not responding to changes in the environment (Smither *et al,* 1996). This view points out the constancy of change. However, the dynamic equilibrium model is fundamental to general systems theory. Dynamic equilibrium is a state of balance between various forces in opposition to each other. While the emphasis is on reaching a state of equilibrium, there is an ongoing dynamic between the forces for change and the forces opposing change.

Stakeholders Relationship Management: An Alignment with the Systems Theory

The studies about stakeholders can be presented according to several approaches. The basic difference of them all is the degree of importance given to organizations. One can notice two lines of thought based on different logics. Atkinson *et al.* (1997) and Shankam, (1999) define the importance of stakeholders according to the degree of their contribution to the organizational performance. Bremmers *et al.* (2004) define a group of stakeholders as a group of environmental organisms which influence or are influenced by the objectives and operational processes of the organization. The authors correctly noted that as long as there is not much disagreement about who can potentially be a stakeholder (people, groups, neighbourhoods, organizations, institutions, societies and even the natural environment), the definitions about what a stakeholder is vary from the widest possible to the most restrict, having effective implications on the company's capacity of recognizing the public to which it should report.

According to Vinha (2003) a business must collaborate with those responsible for governmental regulations and the strategy must not be at first restricted to the firm, but instead must divulgated and perfected along with the interested stakeholders. Therefore, the information and transparency of the adopted practices would function as an answer to the external stakeholder's pressure, which therefore begins to contribute in the management process. To implement voluntary codes of conduct and submit to processes of external auditorship and certification would reinforce the company's commitment with transparency and openness. Integrating external stakeholders (environmentalists, community leaders and the media and regulation organs) in the decision-making processes about the design and product development allows the company to accumulate socially complex resources involving fluidness of communication between the departments, communication which goes beyond the borders of the organization. The biggest benefit of this triumph is the possibility of anticipation in relation to competitors who did not build the specific competence to manage social actives and engage their stakeholders in external processes.

The union of business and stakeholders generates a systemic and multidisciplinary integration which serves to model the company towards developing criteria of sustainable development and to therefore form strategic alliances. There is a vast field which contains a superior dynamism of the company in influencing stakeholders or being influenced by them. The notion of interrelationships refers to the types and forms of connections between elements or individuals as well as between these elements/individuals and the whole. The notion of system refers to the complex unit of the inter-related whole and to its phenomenic characters and properties. The notion of organization refers to the disposal of the parts in one and in the whole.

Morin (1987) explains that events occurring in the organization are emerging as a way to revert a chaotic situation in regards to its relationships. The systemic view of organizations captures what emerges from people (stakeholders) throughout the events and tries to reorganize the organization. This systematic capturing, transforming, producing and connecting, maintains and guarantees the continuity of the organization at the same time that it translates Morin's (1987) trinary concept (interrelations – organizations - systems). In the perspectives of open systems, the limit between the organizations and their environments can be considered permeable because the organizations cannot separate themselves easily from the environments in which they are inserted. Egri and Pinfield (1998) affirm that the organizations adapt to their environments in two different ways: at first, within the limited perspective of a rational mechanic model, the organizations change when their own limited interests are considered; secondly, by an institutional point of view, the organizations subject themselves to the changing social values by incorporating these values in the decision-making premises of the members of the organization's dominant coalition. And also, the individuals (stakeholders) change the collective concepts of organizations in their environments, either through their own interests or through the cultivation of an ecological consciousness. Through a systemic focus, Egri and Pinfield (1998) consider the organizations as dynamic phenomena which are constantly adjusting to environmental influence.

CONCLUSION

This paper examined the concept of stakeholders' relationship management. Its' major contribution is linking or aligning the concept of stakeholders' relationship management to the systems school of management thought as a way of enhancing clarity on the concept. The reflections about the theories examined in this study demonstrate that the base of the organization should be designed following systemic principles and at the same time it should systemically capture the stakeholder's objectives to guarantee the survival of the business. The paper identifies stakeholders are not just constituents of the environment of the organization, but as forming a fundamental network of relationships and units that define the functionality and success of the organization. On this basis, the paper concludes that stakeholders, from the viewpoint of the systems school of management thought are integral to the wellbeing and survival of the business organization.

RECOMMENDATIONS

Given the conclusions reached, this paper recommends as follows:

i. That organizations actively seek out and engage significant parties and groups that could influence or be influenced by their businesses and operations within any social or environmental context.

ii. That organizations strive to identify and map stakeholders based on their levels of power and influence over the activities and functionality of the business.

iii. That organizations invest in their relationships with the relevant parties, partners and customers and host communities as a way of sustaining operations, gaining competitive advantage and ensuring superior as well as quality performance.

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Impact of Management by Objective (MBO) on the Organizational Performance of Selected Deposit Money Banks

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Abstract: *This study investigated the impact of MBO on organizational performance using deposit money banks (DMBs) as the case study. The researcher adopted survey design. Data was collected by structured questionnaire in Five Point Likert Scale format. The source of data was through primary source. The target population of the study comprised of 234 staff of three randomly selected DMBs in Enugu State, Nigeria. Sample size of 93 was derived from the population with the application of Trek's formula for finite population while Bowley's proportional allocation method was adopted to determine the allocation of questionnaire to each selected three banks which are GT Bank, UBA and First Bank of Nigeria Plc regional offices in Enugu, Nigeria. Two hypotheses were formulated and tested through regression and correlation at 0.05 level of significance. The finding revealed that there was a significant relationship between MBO and employees commitment. Also, the study found that MBO has effect on employees' decision input in banking organizations. The study concluded that Deposit Money Banks in Nigeria recognized that MBO elements are relevant and could be beneficial to banking management. The study recommended that the management of DMBs in Nigeria should apply MBO for improved performance of their operations. Further, continuous training opportunities should be given to all managers in banking organization by the management, through seminars and workshops to expose them to modern trends and skills in MBO application to banking activities and management*

Keywords: **MBO; Employee Commitment; Banking Firms; Employees' Decision Input**

INTRODUCTION

Contemporarily, Management by Objectives (MBO) has been advocated as a tool to improve management effectiveness for over twenty-five years. Drucker (1954) first advocated MBO as a systematic approach to setting objectives that would lead to improved organizational performance and employee satisfaction. A multitude of private sector business organizations and public sector organizations have implemented some form of MBO. MBO involves the employee in participative goal setting. The goals become a form of feedback or knowledge of results. Latham and Yukl (1975) indicate these components in the process of goal setting. They are: (a) goal setting itself, (b) participation in goal setting, and (c) knowledge of results. Goal setting itself is positively related to performance. Consistent and significant improvements in performance as a result of goal setting have been found in studies by Locke and others (Bryan & Locke, 1967; Locke & Bryan, 1969; and Ivancevich, 1977). Setting goals improves performance and the more difficult it is to reach the goals the better the performance, up to the point where goals are perceived as impossible (Stedry & Kay, 1966; and Zander & Newcomb, 1967). The relationship between goal setting and satisfaction is less clear. Other variables seem to moderate the effects of goal setting on job satisfaction.

Participation has mixed effects on performance. Effectiveness seems to depend on the amount and type of participation (Latham & Saari, 1979; and Euske & McFillen, 1979) and the individual (; Ivancevich, 1979). Increased levels of participation lead to satisfaction improvements, although this relationship appears to depend on the needs of the employee (Steers, 1976). Management needs a lot of tools to be able to administer effectively in the day to day running of the business. Management by objectives is one of such tools. It is a way of getting improved results in managerial method whereby the superior and the subordinate managers in an organization identifies major areas of responsibility, in which they will work. Set some standards for good or bad performance and the measurement of results against those standards (Derek 2005). Management by objectives is also called managing by objectives. However, there have been certain individuals who have long placed emphasis on management by objectives and by so doing have management by objectives refers to a structured management technique of setting goals, for any organizational unit. Odiorne (2001) defines MBO as a system of management whereby the superior and subordinate jointly identify objectives, define individual major areas of responsibility in terms of results expected, and use these objectives and expected results as guides for operating the unit and assessing the contribution of each of its member. Besides, Odiorne points out that management by objectives is a "system of management" an overall framework used to guide the organizational unit and outline its direction. He went further to point out that "the superior and subordinate jointly identify objectives". In other words, it is a participative management procedure that requires commitment and co-operation. The definition deals with identifying the "results" that are expected. Thus management by objectives concentrates on the output of the organization evaluating people by assessing their contribution to this output.

Management by objectives is a strategy where in the management sets specific goals for the employees to accomplish within fixed time period. Management by objective is a dynamic system which seeks to integrate the company a need to clarify and achieve its profit and growth goals with the managers need to contribute and develop the firm. It is a demanding and rewarding style of managing a business. Management by objectives was define by Koontz and O'Donnell (1998) as a technique of system or method of management whereby the superior and subordinate managers of an organization agreed on its broad goal, translate these goal into a chain of specific short term goals, defined each individuals major areas of responsibility in terms of result expected continually reviewed the accomplishment as the sole basis of assessing and rewarding them. Generally, management by objectives gives the employee the opportunity to participate in decision making, the limits within these limits. It assumes that the employees has been properly selected and trained, and is informed that the employee will be responsible for achieving the desired results in the organization. Organizations are ubiquitous. According to Mullins (2005), organizations are designed by people to overcome individual limitations and achieve individually. Hence, organization becomes a means of survival for the people and exerts an important daily influence on the life of the people and the way they live. The major decider for the survival of any organization is the presence of capable men and women with the right technique to combine the organization resources (Man, Machine, materials and Money) to achieve organization goals. Most of the MBO techniques, system, tools of management are unreliably utilized by many Nigeria organizations thereby resulting in losses and damages to the organization. Besides it is the wrong use of techniques and unwillingness of top management to utilize the right tool to solve the management problems.

It is appropriate to note that management of companies in Nigeria lack sufficient techniques to make them manage effectively. Some of these tools are not used and when used, they are not properly utilized. Management by objective is not only a managerial strategy to achieve a well coordinated managerial goals, but it is also a popular management techniques that cut across for pervade all human activities namely business areas, educational, government, health care and non-profit organization. Unfortunately, many banking organizations in Nigeria have not adequately employed this technique. Achieving stellar performances such as enhanced profit growth and product development that become alternative revenue sources, growing market share, improved perception of the company's image by customer are key objectives that most banking firms seek. This study aims to examine the effect of MBO on some of these goals in order to stimulate competitive edge and stellar performance for banks. In spite many studies linking MBO to organizational productivity, many financial institutions in Nigeria have minimally adopted this appropriate approach to management. It is in the light of this background that this study intends to find out the impact of management by objective (MBO) on organizational performance in Nigeria using a financial institution sector as the case study. The study specifically examines the relationship between MBO and employees commitment and investigate the effect of MBO on employees' decision input in an organization.

LITERATURE REVIEW

Conceptual Framework

Concept of Management by Objectives (MBO)

Management by objectives is traceable to the period prior to the middle of this century but it was not until 1954 that it was well articulated and publicized by one of the worlds leading management thinkers in the person of Peter Ducker. Management by objective goes beyond setting annual objectives for organizational units to setting performance goals for individual employees (Stoner 2000). Management by objectives has become a great deal of discussion, evaluation and research and inspired many programs. Management by objectives refers to a formal set of procedures that begins with goal setting and continues through performance review. Managers and those they supervise act together to set common goals. Each person's major areas of responsibility are clearly defined in terms of measurable expected result or objectives, used by staff members in planning their worker, and by both staff members and their managers conducted jointly on a continuing basis, with provisions for regular periodic reviews Management by objectives (MBO) is a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization. The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of the management by objectives is the measurement and the comparison of the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibility.

According to Odiorne (1965), the system of management by objectives can be describe as a process whereby the superior and subordinates jointly identify its common goals, define each individuals major areas for operating the unit and assessing the contribution of each of its members. Management by objectives as mentioned by Drucker is a simple approach to help motivate managers through the goal setting (Antoni, 2005). According to Rodgers and Hunter (1992), management by objectives contains three main characteristics, "participation in decision making, goal setting and objective feedback". Participation is used to create common perception for organization as a whole. Goal setting entails "the continuous review and revision of objectives "while objective feedback is the tool for managers to assess subordinates on progress toward goal achievement. The heart of management by objective is the objectives, which spell out the individual actions needed to fulfil the units functional strategy and annual objectives. Management by objectives provides a way to integrate and focus the efforts of all organization members on the goals of high management and overall organizational strategy. Another key to management by objective is its insistence on the active involvement of managers and staff members at every organizational level. Drucker (1979) insists that managers and staff members sets their own objectives or at the very least, be actively involved in the objectives setting process. Otherwise people might refuse to co-operate or make only half hearted efforts to implement same one else's objectives.

Drucker (1979) identifies certain inherent structural variable in the work environment that are capable of misdirecting the efforts of management towards the realization of corporate goals. The sources of these are mentioned below:

i. Over-emphasis on workmanship vis-a-vis goal attainment, so much that professional rivalry and empire building may result.
ii. Opposing views at various level of management arising from differentials in their scope of jurisdiction and pursuers corporate goals.

Participation is an essential component of an effective management by objective programs. Managers and employees should agree on objectives and should meet periodically to review progress toward the objective. The objective set in the process of management by objectives help provide a yardstick for performance appraisal, compensation and control. Once the objectives are agreed upon, everyone knows what is expected of him, thereby making appraisal and reward easy and known what is more, it facilitates control of organizational operations as deviations can be easily identified and corrections made.

Application of Management by Objective

To understand how management by objectives can be applied, it is necessary to look at the parts of the process. Management by objective can be divided into multiple steps in many combinations, but three main one will be discussed. Organization objective setting, manager objective setting and objective review. (Mullins 2005).

Organization Objective Setting

Setting objectives is the most difficult step in management by objective. Objective answer the question "what are we trying to accomplish? This step requires the top managers of an organization to review, the purpose for which the organization exist. In the military, this may require the view of the mission statement and a discussion of it's meaning. This is an important requirement, for periodic review re-emphasizes, the continuing need for the existence of the organization. With this mission in mind, the commander or supervisor and his staff must then set organizational objectives in areas where the unit will concentrate its efforts during the approaching objective setting period. These objectives are:

i) To provide direction to the entire organization and
ii) To provide guidelines for subordinate - level managers to formulate their objective.

As a result of this organizational objectives setting step, air force managers showed, realized that a mission statement is a goal that defines the continuing purpose of an organization. That mission statement, however, does not define specific methods accomplishing the goal stated. Management by objectives helps formulate these specific methods that are necessary to accomplish the mission.

Manager Objective Setting

Each individual manager in the organization must now determine the objectives for his business. This procedure takes place in three general steps: Identifying key result areas, writing objectives, and negotiating with the boss. First the manager must identify the key result areas of responsibility that are assigned to this unit. In other words, just as the commander reviewed the whole organization in order to set organization objective, the manager reviews his part of the organization in order to set his objectives. It is important for the individual business manager to identify the areas of his unit where most of the results are obtained. He will usually find that 20 percent of his area of responsibility will produce 80 percent of his results. It is important that he identify and zero in on these key result areas for management by objective to be effective. After a manager has identified his key areas of responsibility, he is ready to sit down and write his objectives. the main criteria that he should remember in realistic and result oriented. They should be specific in that there can be no confusion about what is expected. They must be realistic but still challenging. The objectives should be result-oriented, concentrating on the output of the organization and not on its internal activities or procedures.

After the managers objectives have been written he enters the participative management phase of this technique. The subordinate manager sits down with his boss and they agree on the subordinate's objective. This requires a realistic commitment on the part of both individuals. The agreement on the objective signifies the approval of the expected results (output) required of the subordinate. Progress towards these results can now be pursued by the subordinate until the requirement is reached or the goal is changed

Objective Review

After the setting of objectives has been agreed upon by the subordinates, managers, and its boss, the stage is set for managing by these objectives. This managing process is responsibility of the subordinate manager, and it is interrupted only by mutually arranged, formal review sessions with the commander In order words, management by objective requires that each individual have the freedom to perform a well defined task without interference. There are two types of objective reviews according to (Mullin 2005) - intermediate and final progress and identifying problems that stand in the way of accomplishing objective. Most problems are not foreseeable at the time objectives are written; they appear only when action is taken to accomplish the objectives. The result of this intermediate session should be either the agree on a plan that resolves the blockage of objective accomplished or change the objectives.

The final review is to determine objective accomplishment in this session the subordinate's objectives are reviewed for the entire period. In addition, the session concentrates on the renewal of the objective setting cycle by establishing a basis from which to plan the objectives for the next period. The superior gains an additional benefit from this session since it provides him with input on which to evaluate the subordinates and organizational performance. If the focus of the session is on the objectives and it does not breakdown into personal recrimination of the individual, then the review will be true appraisal of performance, not personality.

Role of Management by Objectives in Organization Performance

Management by objectives was initiated by Peter F. Drucker, and it has been tested by many scholars about how useful and appropriate it is as the managerial tool. At the beginning management by objective tool was only a simple approach that use of goal setting to be a guideline. Later, both public and private sectors applied it with other strategies to manage their organizations. The trends in the management by objective literature stated with the impact of management by objective on individual. Many studies examined its effectiveness and gave the positive results in job satisfaction and work performance**.** Dinesh, and Palmer, (1998) compares management by objective with the Balanced score card and indicated that both of them focus on "goal cognisance as a means of improving performance". But management by objective had two significant flaws "identified as partial implementation of the system and non-recognition of the need to adopt a human- relations view".

Management by objective helps improve performance. Three studies examine this relationship.

Rogers and Hunter (1992) conducts the meta-analysis of management by objectives applications in both public and private sectors resulting that 100 percent of the public sector studies reported performance gain after the introduction of management by objective. Their findings pointed out that high commitment to management by objectives from top management will create the significant gain, and management by objective in both public and private sectors was equally effective. Smith, et al (1996) examines current performance appraisal methods. Two hundred and fifty managers in the U.S. were asked through questionnaires about performance appraisals. The responses revealed that management by objective has remained a popular format. In the literature on the relationship between participation in decision making and performance, Tuijl, et al (2004) conducts a quasi-experimental field study campaigning participation and tell-and-sell strategy. The result indicated that participation in the design of performance management systems gave the higher performance from individual technicians than tell-and-sell strategy did. Researchers also explored the relationship between management by objective and team performance, and the result demonstrated that management by objectives is the powerful tool to develop group efficiency. Although some studies gave negative feedback, management by objective is still widely accepted in most organizations. Management by objective helps communicate between managers and subordinates, which will lead to the goal achievement. Also the higher commitment in management by objective from top management will generate the significant gain in both public and private sectors. As for extra-role behaviour, participation in management by objective gives higher performance and creates self efficacy from workers as the study shows the result that "people who know that they have effective ways of performing a task will be more confident than people who are unsure of how to perform effectively" (Lathem, et al, 1994). Management by objective is useful. This managerial tool gives positive effect on job satisfaction, team performance, performance appraisal, self efficacy and organizational performance. By setting reasonable and challenging goals, not looking at the subordinates as tools and rather applying participation in decision making, the use of management by objective is an organization is a powerful tool in management.

Theoretical Framework

This section represents a comprehensive review of the recent theories that the work anchored on. The most common theories that incorporate MBO and performances are: resource-based view and the knowledge-based view theories.

Resource Based View Theory

The resource-based view (RBV) indicates that firm is made up of heterogeneous resources that are the sources of competitive advantage (Wernerfelt, 1984). The foundations of RBV can be found in the early studies concerning the boundaries, the distinctive competencies and the competitive advantage of the firm (Andrews 1971; Ansoff 1965; Coase 1937; Nelson and Winter 1982; Penrose 1959; Stigler 1961). Resources were defined as all the assets, capabilities, organizational processes, firm attributes, information, and knowledge of a firm (Barney 1991). However a distinction between resources and capabilities was later made by defining resources as the knowhow that can be traded (e.g., patents and licenses), financial or physical assets (e.g., property, plant and equipment), human capital, etc., while defining capabilities as the firm's capacity to deploy resources to effect a desired end (Amit and Schoemaker 1993). This distinction is further emphasized by other studies that define capabilities as the ability of firms to use their resources to generate competitive advantages (Barney 2001) and the business processes needed to configure assets in advantageous ways (O'Connor 2008).

Knowledge Based View Theory

The knowledge-based view (KBV) of the firm is built upon the resource-based view, organizational capabilities, organizational learning and competitive dynamics (Grant 1996b). Both KBV and resource-based view shares similar assumptions. KBV puts more emphasis on the importance of knowledge as a resource and its superior effect on competitive advantage. Thus, the KBV can be considered as an outgrowth of the resource- based view by its focus on a detailed examination of knowledge as a resource and its effects (Eisenhardt and Santos 2002).

KBV defines knowledge as one of the most important resources of the firm that is far more valuable than the tangible assets (Grant 1996b; Grant and Baden-Fuller 1995; Nelson and Winter 1982; Spender 1996). Knowledge satisfies the resource conditions for competitive advantage in RBV that are formerly listed as value, uniqueness, inimitability and non substitutability (Barney 1986b; Collis 1994; Day and Wensley 1988; Grant and Baden-Fuller 1995; Peteraf 1993). The knowledge-based view and the dynamic capabilities have some similarities. They are both suitable for dynamic market settings. Knowledge is used to develop dynamic and flexible capabilities that are suitable for changing environments. KBV and dynamic capabilities both adopt the Schumpeter's concept of competition as a process of "creative destruction" to explain how the knowledge and capabilities are created and changed over time (Grant 1996b; Nonaka and Takeuchi 1995; Teece, Pisano, and Shuen 1997). Thus KBV can explain the competitive advantage in dynamic environments and it extends the dynamic capabilities by its emphasis on knowledge (Eisenhardt and Santos 2002). Kogut and Zander (1992) introduced the concept of knowledge as a source of advantage. Nonaka and Takeuchi (1995) complemented their work by providing a framework for understanding the integration of individual and organizational knowledge. This lays the foundation for the KBV and the integration of knowledge that leads to stellar performance

METHODOLOGY

This study adopted the research technique. The area of this study was Enugu State, Nigeria. The population for this study comprised of 243 number of senior and junior staff of randomly selected three Deposit Money Banks (DMBs) in Enugu, Nigeria. A total sample size of 93 was drawn. Data for this study were collected mainly from primary source through questionnaires that were self-administered. The data was validated using context and construct validity. The Cronrach reliability test was conducted which gave 0.87 indicating that the instrument is very reliable. The answer options for the questionnaire were developed using 5-point Likert scale with: SA – Strongly Agree, A – Agree, U – Uncertain, D – Disagree, SD – Strongly Disagree.

DATA AND RESULTS

The researcher distributed a total of 93 ninety-three questionnaires which covered the entire sample size being the staff of the selected DMBs in Enugu Urban, Nigeria. The table below shows that 85 (92%) of the administered questionnaire were properly completed and returned. This makes (92%) response rate upon which the analysis of this study is based.

Table 1: Questionnaire Distribution and Responses

Responses	Questionnaire distributed	Percentage distributed	No of returned	Percentage returned	Number no retuned	Percentage no returned
Staff	93	100	85	92%	8	8%

SOURCE: FIELD SURVEY, 2021

The information concerning the respondents revealed that 65% of the respondents were female, while 35% were males. 5% of the respondents were less than 18 years of age. 22% were between 18 – 34 years, 69% were between 35 – 59years, while 4% were those above 60 years of age. Further, 12% of the respondents were top management. 51% were lower level mgt, while 36% were those of middle level. Also, 39% of the respondents were single. 42% were married, 1% were divorced, while 18% were widowers. Finally, the biography info revealed that 12% of the respondents were earning less than 70000. 51% were lower earning between 70,000-200,000, while 36% earned above 200,000.

Two hypotheses are formulated and tested as follows using correlation and regression analysis methods.

Hypothesis 1:

HO_1: there is no significant relationship between MBO and employees commitment

HA_1: there is a significant relationship between MBO and employees commitment

Table 2: Correlations

			MBO	Employees Commitment
Correlation	MBO	Correlation Coefficient	1.000	.66
		Sig. (2-tailed)	.	.041
		N	85	85
	Employees Commitment	Correlation Coefficient	.66	1.000
		Sig. (2-tailed)	.041	.
		N	85	85

SOURCE: FIELD SURVEY, 2021

Results & Decision

Data for the test of this hypothesis two were obtained from responses from the questionnaire. Correlation analysis was used to test the significant relationship between MBO and employees commitment. **Table 2** reveals that while the r calculated result shows the existence of significant result on the variables ($r = 0.66$ at $p< 0.05$). The significant level is 0.041, and due to this we reject the null hypothesis and accept the alternate one which states that *there is a significant relationship between MBO and employees commitment.*

Hypothesis 2:

HO_2: MBO do not have effect on employees' decision input in banking organizations

HA_2: MBO have effect on employees' decision input in banking organizations

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

Where Y = employees' decision input

X = MBO

μ = error term of random variable

α = a constant amount

β = effect of X hypothesized to be positive

Hence, the regression (predict) equation will be Y = 116.031+1.964X

Table 3a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939[a]	.881	.842	30.46883

a. Predictors: (Constant), MBO

Table 3b: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20670.151	1	20670.151	22.265	.002[a]
	Residual	2785.049	84	928.350		
	Total	23455.200	85			

a. Predictors: (Constant), MBO

b. Dependent Variable: employees' decision input

Table 3c: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	116.031	47.849		2.425	.074
	Imput	1.964	.416	.939	4.719	.008

a. Dependent Variable: employees' decision input

Results & Decision

Having analyzed the data from the questionnaire using regression analysis to examine if MBO have effect on employees' decision input in banking organizations, the **Tables 3 a, b & c** revealed that the regression result shows the existence of significant result on the variables (R** calc = .0939 > at p< 0.05). The significant level was found to be 0.02, and due to this we reject the null hypothesis and accept the alternate one which states that *MBO have effect on employees' decision input in banking organizations.*

CONCLUSION AND RECOMMENDATIONS

In line with the data analyzed and test of hypothesis, the findings shows that there was a significant relationship between MBO and employees' commitment. Also, the study revealed that MBO have effect on employees' decision input in an organization. This study has shown that DMBs in Nigeria recognize that MBO elements are relevant and could be beneficial to banking management. The elements of MBO are in line with contemporary bank management needs. For instance, banks need to use emerging technologies to revolutionize service operations and define the core values and beliefs of banking for sustainable development.

Consequently, based on the findings of this study, the following recommendations are made:

1. Since the management of banks considered MBO to be highly relevant to bank management, the managers of the deposit money banks should apply MBO for improved performance of their operations. Management of banks also needs to apply MBO as a means of enhancing the collaborative nature of leadership and develop a collaborative workforce

2. The top management should sponsor their staff conferences in the area of banking management and planning within and outside the state where they will acquire more knowledge on the application of MBO to their managerial tasks. Also continuous training opportunities should be given to all managers in banking organization by the management, through seminars and workshops to expose them to modern trends and skills in MBO application to banking activities and management.

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Strategic Flexibility and Corporate Resilience of Manufacturing Firms in South-South, Nigeria

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Abstract: *This study examined the relationship between strategic flexibility and corporate resilience in the manufacturing firms in South-South, Nigeria. Four objectives, research questions and hypotheses were postulated to examine the relationship between the dimensions (operational flexibility and market flexibility) and the measures (adaptability and agility). A structured questionnaire was prepared, while Google forms was used to gather the data from the 231 respondents. 224 respondents filled the form and these filled copies were used for the analysis. Structural Equation Modelling (SEM) with the aid of Smart PLS 3.3.3, was used to examine the relationship between the dimensions of Strategic Flexibility and the measures of Corporate Resilience. The results show that all the dimensions of strategic flexibility improved corporate resilience. The study recommends amongst others, that manufacturing firms executives should position their companies strategically to be among the first to recognize and collect external knowledge about their market trends, technology, and industry. This will help the company adjust quickly to environmental shocks and become more resilient.*

Keywords: *Strategic Flexibility, Corporate Resilience, Operational Flexibility, Market Flexibility, Adaptability, Agility*

Introduction

Generally, the business environment has been characterised by high dynamism, and this has been intensified as a result of the recent outbreak of COVID-19, which has affected many firms, irrespective of the industry. Thus, it becomes imperative for these firms to be resilient, if they must survive the attendant dynamics. For organisations to be resilient, it is important for firms to be able to adapt to the changing business environment. Akhigbe and Onuoha (2019) argued that the survival of a firm is not about its fitness, but its ability to be resilient in adapting to unforeseen circumstances. The capacity of an organization to muddle through the effect of internal and external environmental influences is critical to its survival (Osita-Ejikeme & Amah, 2021). Thus, it is important for firms to retain the elements that support renewal and reconstruction of the system in the event of disturbances (Walker *et al*., 2004).

The organisation's ability to endure relies on its resilience, which is an interconnected network of both the organisation's internal and external factors. Organizations that have thriven over the decades are those that have high resilience capacity to withstand the impoundable nature of the business world. A resilience firm is able to envision, get ready for and adjust to unexpected eventualities which could thus enable them to gain competitive ground over rivalries. Resilience is extremely important to any business because without it, they may not recover from unexpected disruptions or adapt fast enough to sudden changes in market demand or regulatory requirements.

In alignment with the above assertion, Onyokoko and Onuoha (2021) argued that only organizations with resilience ability are most likely to survive in a highly competitive industry. Annarelli and Nonino (2016) posited that the absence of firm's resilience makes it very tough for organizations to operate effectively when faced with high level of competitive force and uncertainties in the industry. Corporate resilience is the ability and capacity to endure system-wide interruptions to business as usual and the ability to adopt a new risk environment (Starr, Newfrock & Delurey, 2003). They add that a resilient company that can conveniently assemble many operational, managerial, corporate governance, and decision support systems, all of which can be rearranged according to any incoming risks or unexpected disruptions, creates a strategic competitive advantage over other firms (Starr *et al*., 2003). In the same vein, according to Rexhepi and Modenesi (2016), corporate resilience is an organisation's capacity to handle crisis as well as its capability to react to an unanticipated interruption. In alignment with the following assertions, a resilient company gains an advantage through strengthened internal and external adaptation. Moreover, resilient organisations operate under the belief that risk is never just controlled within organisational borders; rather, they understand that risk is continuous and, thus, is managed by covering all contracts and vendors within their supply chain (Rexhepi & Modenesi, 2016).

Considering the dare need to ensure the resilience of organization, it is thus assumed that organisations that adopt strategic flexibility in their operations may stay agile and resilient when faced with turbulent moment. A resilient firm should be able to inculcate some element of flexibility in their strategy, in order to be able to adapt to changing circumstances and to move ahead of the game. Shimizu and Hitt (2004) explain that strategic flexibility involves identifying important shifts in the environment, immediately responding to those changes by allocating resources to a new course of action, and being able to both stop resources being spent on the wrong things, and redirecting current resources that no longer serve a resource. A business's ability to adjust strategy based on current market conditions demands that managers understand the benefits of spending enough on a project to ensure its success, while not wasting resources on failing ventures. A firm's strategic flexibility is its capability to quickly understand what is happening in the environment and to move quickly to exploit the most opportune sources to respond to its environment's ever-changing demands (Dehghan-Dehnavi & Nadafi, 2010). Firms may have to implement a systematic strategic approach to handle the growing diversity and complexity of the markets in which they operate (Hatch & Zweig, 2001).

Several empirical studies have been carried out by scholars over the years in an attempt to examine ways to enhance corporate resilience (Rice & Caniato, 2003; Muller, Koslowski &

Accorsi, 2013; Ahiauzu & Jaja, 2015; Liu *et al*, 2013; Sylva & Umoh, 2018; Corrales-Estrada *et al*, 2021; Akpan, Johnny, & Sylva, 2019). Despite the work done by scholars, there is still a shortage of work that explores how strategic flexibility relates with corporate resilience in manufacturing firms in Nigeria.

Statement of the Problem

The Nigerian Government over the years has introduced national development plans, industrial policies, initiatives, monetary and fiscal measures and sectoral developments to enhance the sector. These plans, policies and initiatives included different periods of effective control and management of the exchange rate market among other policies and plans such as national industrial policy, privatisation policy, the creation of industrial estates in various cities in the country, the establishment of Bank of Industry to provide cheap loans to Small and Medium Scale Enterprises and the national export strategy to improve competitiveness in the foreign market and create job (Adekoya, 2021a). The goal of the Nigeria industrial plan is to increase the contribution of the manufacturing sector to GDP. Despite the numerous efforts on the part of Nigerian leaders, the Nigerian manufacturing sector has significantly failed to meet its full potential (Banjoko, Iwuji, & Bagshaw, 2012). The problem of poor resilience ability in the manufacturing sector has intensified over the years. This problem has manifested in the high liquidation of most manufacturing firms in the manufacturing industry. There is ultimately no business that operates under a problem free environment.

A World Bank Enterprise Survey found that over the 5 period from 2009 to 2014, Nigeria's harsh business environment led around 322 organised private enterprises to close their doors (Economic Confidential, 2019). Roughly 820 manufacturing enterprises in Nigeria shut down or ceased production between 2000 and 2008 (Vanguard, 2009). The severe operating business climate that is also evident in the Nigerian manufacturing industry drives its manufacturing sector to operate on more than 70% of the energy it generates, using generators. Operating these generators, however, considerably raises the cost of manufacturing goods. According to Premium Times (2012), at least 800 enterprises ceased operations in Nigeria between 2009 and 2011 because of this harsh operating business environment. 50 manufacturing plants were shut down in 2016 (Ojoye, 2016).

According to Segun Ajayi-Kadir, director-general of the Manufacturers Association of Nigeria (MAN), the negative impact of the Naira devaluation and acute lack of forex has created tremendous hurdles for manufacturers in the first quarter of 2021, the scenario calls for more intentional steps from the government in supporting productive activities to boost performance in the last quarters of the year (Adekoya, 2021b). Okuwa, Nwuche and Anyanwu (2016) found that to achieve corporate resilience is to allow companies to cope with the adverse effects of abrupt economic crises, adapt to present conditions, and survive the constantly changing business environment. Irrespective of these, there is still struggle for resilience within the manufacturing firm. Hence this study seeks to examine the relationship between strategic flexibility and corporate resilience in the manufacturing firms in South-South, Nigeria.

Aim and Objectives

The aim of this study is to examine the relationship between strategic flexibility and corporate resilience of manufacturing firms in South-South, Nigeria.

The specific objectives are to:

i. Investigate the relationship between operational flexibility and adaptability of manufacturing firms in South-South, Nigeria.
ii. Examine the relationship between operational flexibility and agility of manufacturing firms in South-South, Nigeria.
iii. Investigate the relationship between market flexibility and adaptability of manufacturing firms in South-South, Nigeria.
iv. Examine the relationship between market flexibility and agility of manufacturing firms in South-South, Nigeria.

Hypotheses

Ho_1: There is no significant relationship between Operational Flexibility and Adaptability.

Ho_2: There is no significant relationship between Operational Flexibility and Agility.

Ho_3: There is no significant relationship between Market Flexibility and Adaptability.

Ho_4: There is no significant relationship between Market Flexibility and Agility.

Literature Review

The theory underpinning this work is the Contingency theory. According to contingency theory, there is no best organisational structure; the optimal structure is determined by the nature of the firm's work environment (Donaldson, 2001). According to contingency theory, managers must be consistent with other components of the organisation and/or external environment in order to be effective (Harney, 2016). The organisational theorist's position is that, according to contingency theory, the optimal organisational structure is determined by the nature of the environment with which the organisation interacts (Scott, 1992 as cited in Betts 2003). Contingency theory is predicated on two fundamental assumptions: There is no single optimal organisational structure, and no organisational structure is equally successful (Galbraith, 1973 as cited in Betts, 2003).

The capacity of a firm to be resilient depends on its strategic flexibility. The capability of a firm to withstand the dynamism in the business environment is contingent upon a fit or match between the sort of technology, the organisation's size, the organisational structure's characteristics, and its information system (Islam & Hu, 2012). Theorists of strategic contingency highlight the importance of choice and incorporate an intermediary strategic process. They place a premium on the roles of power, politics, and individual aspirations and aims (Islam & Hu, 2012). According to strategic contingency theory, a leader becomes a critical member of an organisation when he or she possesses the unique ability to resolve challenges or problems that others are unable to resolve. Such solutions can be actualised if the leaders is flexible in his strategies.

Operational Framework

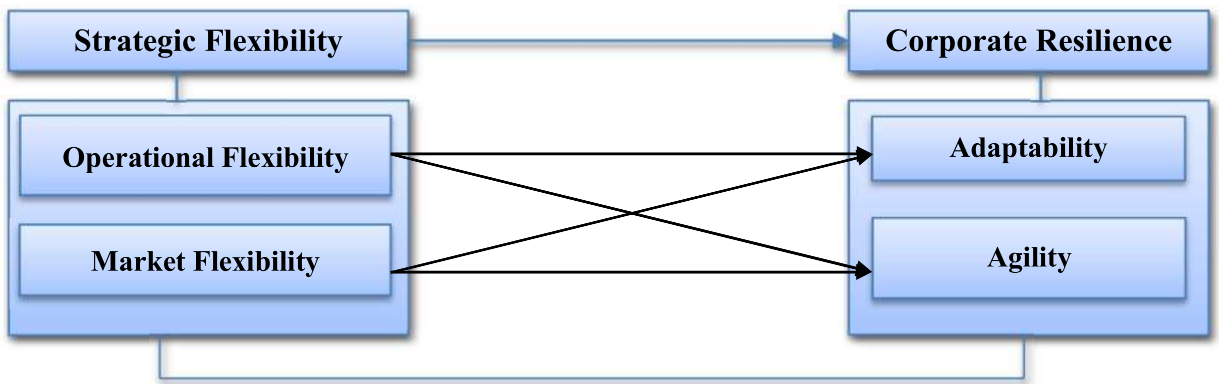

Figure 1: Operational Framework

Source: Dimensions of Strategic Flexibility adapted from Beach, Mahlemann, Price, Patterson and Sharp (2000), and Setijono (2010); and Measures of Corporate Resilience adapted from Annarelli, Battistella and Nonino (2019), and Kantur and Iseri-Say (2015)

Strategic Flexibility

According to Holweg (2005), flexibility is the capacity to adjust to internal and/or external factors. According to Escrig-Tena *et al*. (2011), flexibility refers to a firm's capacity to respond quickly to challenges, rethink its activities and strategy, and more effectively satisfy environmental demands. Flexibility is not a goal in itself, but a means to an end (Bernardes & Hanna, 2009). Flexibility refers to the innate ability to alter one's current course in capability to accommodate and successfully adapt to changes in the environment. Strategic flexibility refers to a firm's capability to recognize environmental dynamics and quickly tap into sources in order to initiate new operations in response to these dynamics (Dehghan-Dehnavi & Nadafi, 2010). Strategic flexibility refers to a business's ability to respond to uncertainties using the information and skills it possesses, while also pursuing its objectives through continual development (Eryesil, Esmen & Beduk, 2015). It is a firm's capacity to adjust to the many demands imposed by dynamic competitive settings. The degree to which a business is willing to change its strategy in response to opportunities, threats, and changes in the external environment is referred to as strategic flexibility (Zahra *et al*., 2008).

Strategic flexibility enables firms to detect and respond to key changes in their environment (Grewal & Tansuhaj, 2001), eliminates organisational inertia, and stimulates creativity and innovation (Zhou & Wu, 2010). Thus, strategic flexibility may have an effect on the performance of a business. However, published research reveals conflicting findings about this phenomenon. Numerous studies support the assumption that strategic flexibility enhances business performance (Grewal & Tansuhaj, 2001), but others have identified specific downsides of strategic flexibility, including greater expenses, increased stress, and a potential lack of strategic focus (Das & Elango, 1995). Strategic flexibility is one of the most critical assets an organisation can have in order to adapt to changing market conditions such as rising unemployment in the industry, technological advancements, economic competition, new regulations, and altered customer relationships (Gibson, 2000).

Strategic flexibility is concerned with identifying problems and reversing resource commitments in a timely manner if the initial activity and resource commitments prove ineffective (i.e., strategic mistakes). Strategic errors can occur as a result of an erroneous initial assessment of the environment or as a result of maintaining the status quo in the face of environmental change. Distinguishing strategic errors from temporary setbacks, on the other hand, is challenging. The decision-making process for retaining strategic flexibility is centered on the application of three capabilities, each at a different stage: (1) the capability to pay attention to negative feedback (attention stage), (2) the capability to collect and objectively assess negative data (assessment stage), and (3) the capability to initiate and complete change in a timely manner, even in the face of adverse circumstances (Shimizu & Hitt, 2004). Balancing commitment and change in a timely manner should result in outcomes that maximize possible advantages and minimize potential costs. Simultaneously, striking the proper balance is obviously difficult. Abandoning an endeavor prematurely due to initial difficulties may result in the loss of a significant future benefit, while an excessively strong commitment to a money-losing enterprise would only compound problems. Maintaining strategic flexibility is a critical yet challenging challenge for managers and organisations operating in a dynamic environment.

Operational Flexibility

Operational flexibility mostly refers to fluctuations in the volume of an organisation's activity. For instance, the establishment of a stock, the resource of temporary human resources, or the reserve of capacity at suppliers are all examples (Blakstad, 2001). Operational flexibility refers to an organisation's capability to adjust proactively or reactively to uncertainty in their business environment; this capability encompasses a number of variables that vary in importance across different contexts (Stevenson & Spring, 2007). Operational flexibility in the subunit is focused internally, on the participants and resources within the organisation that are required to deal with changes that frequently result in temporary changes in the subunit's activity level (Golden & Powell, 2000). Operational flexibility is compatible with integrated processes that allow for the reaction of a large number of operating variables (for example, scheduling, sequencing, and planning). Operational flexibility refers to a system's capacity to adapt to change. Routine management or operational flexibility is based by the organisation's current structures or goals. It is the most prevalent variety and has nothing to do with the sort of activity carried out within the business, but rather with the quantity of activities carried out. These routines are mostly concerned with operation and response. Operational flexibility enables swift response to familiar changes. These modifications typically result in transient, short-term alterations in the company's business level. Although environmental diversity is significant, combinations of this type are reasonably foreseeable, allowing the organisation to adopt particular routines to mitigate this insecurity based on experience and extrapolation (Anderies, Volke, Walker & Ostrom, 2013).

Market Flexibility

Market flexibility is necessary for market conditions to change. Harrigan (2005) defines market flexibility as a company's capacity to reposition itself in a market, adjust its game plan, or destroy its current methods. The change in this definition is on the customer, and through satisfying the consumer, the organisation's profitability is increased. Market-focused strategic flexibility is defined as the firm's intention and capability to produce firm-specific genuine choices for configuring and reconfiguring significantly higher customer value offers (Johnson, Lee, Saini & Grohmann, 2003). Jones, Jimmeson, and Griffiths (2005) provide a more articulate definition of a company's ability to respond to changing demands resulting from dynamic competitive environments that affect new product creation technologies that provide resources for product development, production, distribution, and marketing. The shortcoming of this definition is that, without a genuine emphasis on the client, it focuses exclusively on marketing's functional operations.

Market flexibility is critical for a business's survival in continually changing conditions. It enables the business to adapt to changes in the environment (change in customer tastes, short life cycles of the product, unsafe supply sources, and so on). Market flexibility is critical if the firm's market strategy emphasizes customized items and frequent product revisions. Market flexibility is critical for responding to changing markets, even more so when these markets are highly predictable and relatively stable. Market flexibility enables businesses to prosper in a chaotic environment, which is the primary cause of manufacturing failure (Small & Downey, 1996). Thus, the failure to render operational plans ineffective, including demand and capability strategies, is a result of the market's inability to adapt to anticipated or unforeseen changes in the environment. Zhang and Sharifi (2000), on the other hand, encourage organisations to utilize and capitalize on change as opportunities that emphasize market flexibility. Srivastava *et al*. (2001) emphasized the significance of frequent activities to enhance, nurture, and refresh market-based assets and capabilities, arguing that competitors would otherwise shoot at a 'sitting target'. However, businesses must be able to accomplish this in a timely and cost effective manner. To be market-driven, all business operations involving the generation and deployment of flexibility must be directed by market considerations. Indeed, customer-pleasing flexibility is synonymous with what we refer to as market-focused flexibility.

Corporate Resilience

Resilience is the capacity to anticipate disturbances and to recover quickly and effectively from unfavourable circumstances. Resilience enables individuals to regain control quickly in the face of unanticipated change and to maintain a general sense of well-being while managing many changes concurrently without being affected. Corporate resilience refers to an organisation's capability to anticipate crises, respond to short-term shocks, and recover from unexpected disruptions. Additionally, organisational resilience is a critical approach for an organisation to thrive in today's dynamic world and may be built through time, ensuring long-term viability (Rexhepi & Modenesi, 2016). Historically, resilience has been defined as the capacity of an individual, group, or organisation to survive, adapt to, and recover from a disastrous event (Buckle, Mars & Smale, 2000). Although the term resilience originates in science, referring to a material's ability to revert to its original shape following deformation (Sheffi, 2006), it is also used to refer to a system's ability to absorb change, typically conceptualized as sudden shocks, while retaining its essential functionality (Walker *et al*., 2006).

McPhee (2014) defines resilience as the capability to withstand shocks, whereas Pal, Westerlind, and Torstensson (2013) and Smallbone *et al*. (2012) define resilience as a firm's ability to adjust to a crisis or a change while retaining its competitive advantage. These studies define resilience as the capacity to revert to a previous level of equilibrium. They emphasize the adaptive components of resilience, such as dynamic shock absorption. Additionally, resilience has been quantified. According to this view, resilience refers to the degree of disruption that an organisation can tolerate while still surviving (Linnenluecke and Griffiths, 2010; Limnios *et al*., 2014). Assuring the safety of an organisation's operations and systems is vital and necessary for organisations with highly distributed and infinite network environments (Rexhepi & Modenesi, 2016).

Adaptability

Walker *et al*. (2002) define adaptability as a component of resilience that represents learning, the flexibility to experiment and embrace novel solutions, and the development of generalized responses to a diverse range of difficulties. Adaptability can be defined as an individual's or group's capacity or disposition to keep an exploratory attitude toward novel conditions as they arise and to respond in response to changing circumstances. Dalziell and McManus (2004) define adaptability as "the engagement and involvement of organisational staff in such a way that they are responsible, accountable, and preoccupied with developing the organisation's resilience through their work because they understand the connections between resilience and long-term success." Adaptability is inextricably linked to an organisation's strategic plan, which focuses on identifying and developing critical competencies, resources, and other organisational processes in order to adjust to changing business requirements. According to Paliokaite (2012), adaptability provides a competitive edge, particularly in rapidly changing situations.

Firms with adaptability learn more quickly (Akgün, Keskin, & Byrne, 2012), respond swiftly to changes in line with firm priorities (Wang & Ahmed, 2007), and incorporate external information into the firm's knowledge base (Akgün, Keskin, & Byrne, 2012). For firms operating in highly competitive markets, strategists must factor in future uncertainty and devise strategies to deal with it (Tseng & Lee, 2014). They must be able to detect and respond to change very fast. They must be more adaptable and seek evolutionary paths to ensure the company's longevity. Organisations that have chosen an adaptable approach have recognized that in order to be adaptive, they must share accountability and responsibility more widely throughout the organisation and foster change and risk-tolerant cultures. The rate of change in the environment of businesses is significant, even if the degree of the change is concealed in some sectors (Baba & Nwuche, 2021).

Agility

Agility in an organisation refers to a collection of processes that enables it to detect changes in its internal and external environment, respond efficiently and effectively in a timely and cost-effective manner, and learn from its experiences in order to improve its competences (Seo & La Paz, 2008). Worley, Williams, and Lawler (2014) define agility as an organisation's capacity for rapid, efficient, and sustainable change; it is a replicable organisational resource. Agility is the effective integration of response capabilities and knowledge management capabilities such that unforeseen (or unpredictable) changes in proactive and responsive business and customer needs and opportunities can be adapted quickly, efficiently, and accurately without compromising the product's or process's cost or quality. Agility refers to the variety of strategies used to attain success.

Sambamurthy, Bharadwaj, and Grover (2003) define agility as a business's capacity to detect opportunities and threats, assemble the assets and skills necessary to launch an acceptable response, weigh the benefits and risks associated with those responses, and take competitively swift action. According to Van Oosterhout, Waarts, and Van Hillegersberg (2006), a company's agility enables it to rapidly change its businesses and processes above and beyond the regular amount of flexibility required to manage unanticipated changes internally and externally. Agility is contingent upon leadership at all levels advocating for agility as an organisational value and establishing an agile vision and mission (Crocitto *et al*., 2003). Leaders must foster an environment that fosters innovation, information dissemination, teamwork efficiency, employee learning, and rewards for agile employees (Kranicka, Gód, & Wronka-Popiech, 2016). Park (2011) defined organisational agility in terms of three dimensions: sensing agility, decision-making agility, and acting agility.

Relationship between Strategic Flexibility and Corporate Resilience

A strategy is intended to assist an organisation in adapting to a changing environment. In a strategic sense, adaptability refers to a firm's capacity to develop and implement a successful strategy. However, it appears as though the capacity to adapt encompasses much more than the capacity to execute strategy (Baba & Nwuche, 2021). Opportunities can materialize unexpectedly as the environment changes, necessitating an inventory of previously ignored replies due to their lack of relevance to current requests. In those instances, operational flexibility is required to modify present processes in order to respond to non-transient environmental changes (Stohr & Muehlen 2008). The capacity of manufacturing firms to change their technology and consumer orientation dynamically in response to environmental demands can be used to predict, to a large extent, their rapid, continuous, and systematic evolutionary adaptation and entrepreneurial innovation aimed at gaining and maintaining competitive advantage (Onyokoko & Needorn, 2021).

Agile organisations envision new products and methods of conducting business and are adaptable in their operational actions (Shams *et al*, 2007). Agility is a product of operational flexibility (Azar & Pishdar, 2011). According to Chan, Ngai, and Mon (2017), operational flexibility positively affects agility. According to Grinstein (2008), a firm's market orientation is a crucial adjustability component. Businesses with a strong capacity for adaptation exhibit market flexibility and dynamic capability (Staber & Sydow 2002).

High market flexibility entails an agility to discover new opportunities, overcome inertia, and adapt to unstructured situations, rather than being constrained to a few predefined answers (e.g., unplanned change) (Worley, Williams & Lawler, 2014). Firms must strive for a level of flexibility that is acceptable to customers, as customers do not value the firm's flexibility in and of itself (Zhang *et al*., 2002). Rather than that, the market rewards enterprises that deliver items and services at the proper time and location that meet or exceed customer expectations. As a result, managers' resource reallocation decisions must be guided by the extent to which the resulting skills are expected to contribute to attractive customer propositions and the establishment or maintenance of competitive advantage in fast changing circumstances (Sirmon *et al*., 2007). To continue doing so in stormy times, enterprises must be market-focused in their flexibility, i.e., they must be able to rapidly reallocate their resources in response to market needs.

Methodology

The study's target demographic is the ninety-seven (97) manufacturing enterprises registered with the Manufacturing Association of Nigeria in south-south Nigeria (MAN). The six states that comprise the south-south are Akwa Ibom, Bayelsa, Cross Rivers, Delta, Edo, and Rivers. The data for this research was gotten from an online survey. Google forms was used to gather the data from the respondents. A link was sent to the two-hundred and thirty-one (231) respondents of which questionnaire information was displayed for them to answer. Structural Equation Modelling (SEM) with the aid of Smart PLS 3.3.3, was used to examine the relationship between the dimensions of Strategic Flexibility and the measures of Corporate Resilience.

Data Analysis

224 respondents, accounting for 97% of the sample size, filled the form and these filled copies were used for the analysis.

Reliability Test

The values of standardized factor loadings, indicator reliability, internal consistency reliability (composite reliability, reliability coefficients, Cronbach alpha) and convergent validity (Average Variance Extracted) are shown in Table 1 as initial SEM assessment of measurement (outer) models.

Table 1: SEM Assessment Results of Measurement Models

Latent Variable	Indicators	Convergent validity			Internal Consistency reliability	
		Loadings	Indicator reliability	AVE	Composite reliability ρ_c	Cronbach's Alpha (CA)
		> 0.70	> 0.50	> 0.50	> 0.70	0.70 - 0.90
OPF	OPF_1	***-0.354***	***0.125***	0.539	0.810	0.703
	OPF_2	***0.550***	***0.303***			
	OPF_3	0.864	0.746			
	OPF_4	0.894	0.799			
	OPF_5	0.837	0.701			
	OPF_6	0.769	0.591			
MAF	MAF_1	0.822	0.676	0.501	0.855	0.800
	MAF_2	0.715	0.511			
	MAF_3	***0.572***	***0.327***			
	MAF_4	0.750	0.563			
	MAF_5	***0.657***	***0.432***			
	MAF_6	0.704	0.496			
ADY	ADY_1	0.755	0.570	0.550	0.877	0.828
	ADY_2	0.817	0.667			
	ADY_3	0.877	0.769			
	ADY_4	0.788	0.621			
	ADY_5	***0.489***	***0.239***			
	ADY_6	***0.657***	***0.432***			
AGY	AGY_1	0.895	0.801	0.731	0.942	0.926
	AGY_2	0.831	0.691			
	AGY_3	0.827	0.684			
	AGY_4	0.867	0.752			
	AGY_5	0.812	0.659			
	AGY_6	0.894	0.799			

Note: OPF = Operational Flexibility, MAF = Market Flexibility, ADY = Adaptability, AGY = Agility, ROB = Robustness
Note: ***Bold and italicized items/scores did not meet recommended threshold, so they were treated as free or redundant items – not included in further analysis.***

Source: SmartPLS 3.3.3 output on Research Data, 2021

Both the reliability coefficients of the latent variables and their corresponding Cronbach's alpha values exceeded the 0.7 threshold. Consequently, the results verify that the extracted variables are consistent in explaining the variances that constitute them.

Validity Test

Analysis on discriminant (divergent) validity reveals the magnitude of empirical difference between a construct and other constructs. Each latent variable shares more variance with its own block of indicators than with another latent variable representing a different block of indicators.

Table 2: Test of Convergent and Discriminant Validity

	AVE	ADY	AGY	MAF	OPF
ADY	**0.550**	**0.742**			
AGY	**0.731**	0.309	**0.855**		
MAF	**0.501**	0.227	0.168	**0.708**	
OPF	**0.539**	0.201	0.177	0.215	**0.734**

Note: AVE = Average Variance Extracted; OPF = Operational Flexibility, MAF = Market Flexibility, ADY = Adaptability, AGY = Agility
The off-diagonal values are the correlations between latent variables, while **the diagonal values (in bold) denote the square roots of AVEs.**

Source: SmartPLS 3.3.3 Output on Research Data, 2021

Convergent validity is assessed by the Average Variance Extracted (AVE) across all items connected to a particular construct. Table 2 shows that all the variables have AVE values exceeding the 50% threshold. Thus, the model satisfied the conditions for convergent validity.

Result on discriminant validity concerning the study constructs is shown in Table 2. The table reveals that all the diagonal figures (square roots of the Average Variances Extracted) are higher than 0.7; and are far greater than the off-diagonal figures (correlations between the constructs), thus confirming that each construct is distinct from any other one. Therefore, the second model endorsed discriminant validity for all the constructs.

Test of Hypotheses

In order to test the hypotheses via the SEM, the bootstrap method was applied in SmartPLS. As a rule, path coefficients (β values) of .10 to 0.29, .30 to .49 and .50 to 1.0 are weak, moderate and strong correlations, respectively. Also, for a two tailed test, t values greater than 1.96 are significant, while t values less than 1.96 are non-significant. Furthermore, hypotheses with p-values less than 0.05 level of significance were rejected, while those above 0.05 were accepted. Values for $f^2 \geq 0.020$ and < 0.15 are small, values ≥ 0.15 and < 0.35 are medium, while values ≥ 0.35 are large. R^2 values should be greater than or equal to 0.10 are deemed adequate

Test of Hypotheses 1 and 2

Operational flexibility (OPF) and Corporate Resilience (ADY, AGY)

Ho_1: There is no significant relationship between operational flexibility and adaptability.

Ho_2: There is no significant relationship between operational flexibility and agility.

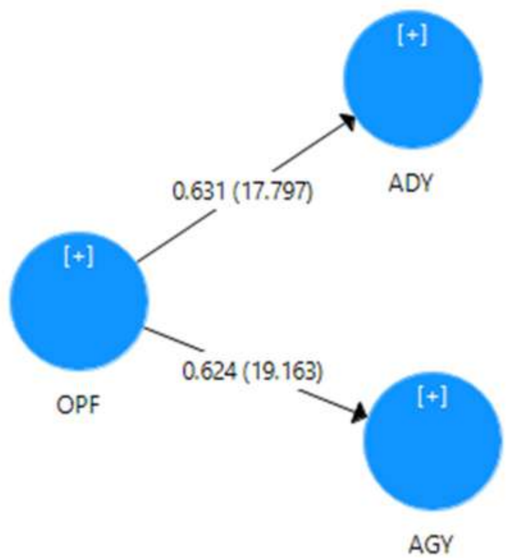

Figure 2: Specific Path Model of OPF and COR (ADY, AGY)
Source: SmartPLS 3.3.3 Output on Research Data, 2021

The path relationship analysis presented in table 1 and figure 2 indicate that there are positive and significant paths between operational flexibility and adaptability (β = 0.631, t = 17.797, p = 0.000), and operational flexibility and agility (β = 0.624, t = 19.163, p = 0.000). Therefore, H_{O1} and H_{O2} were not supported.

Test of Hypotheses 3 and 4

Market flexibility (MAF) and Corporate Resilience (ADY, AGY)
Ho_3: There is no significant relationship between market flexibility and adaptability.

Ho_4: There is no significant relationship between market flexibility and agility.

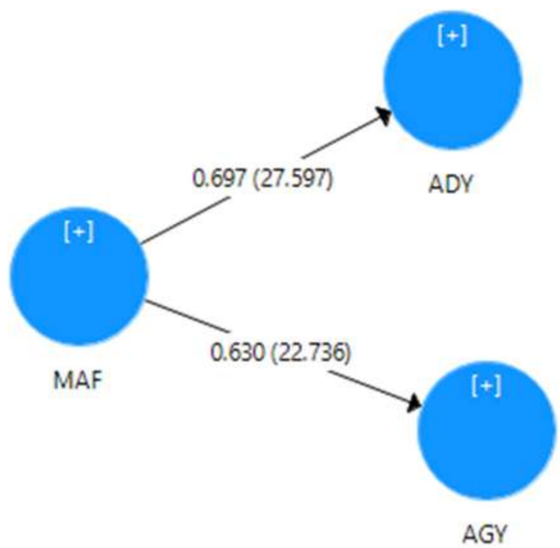

Figure 3: Specific Path Model of MAF and COR (ADY, AGY)
Source: SmartPLS 3.3.3 Output on Research Data, 2021

The path relationship analysis presented in table 1 and figure 3 indicate that there are positive and significant paths between market flexibility and adaptability (β = 0.697, t = 27.597, p = 0.000) and market flexibility and agility (β = 0.930, t = 22.736, p = 0.000). Therefore, H_{O3} and H_{O4} were not supported.

Table 3: Results of Hypotheses Testing

Null Hypothesis	Path (Relationship)	Path Coefficient (β)	T Statistics (t)	P Values (p)	Predictive Accuracy (R^2)	Effect size (f^2)	Level of Relationship	Decision on Hypothesis
H_{O1}	OPF -> ADY	0.631 (Strong)	17.797 (Significant)	0.000 (Accepted)	0.398 (Moderate)	0.662 (Large)	Substantial, Positive and Significant	Rejected
H_{O2}	OPF -> AGY	0.624 (Strong)	19.163 (Significant)	0.000 (Accepted)	0.389 (Moderate)	0.638 (Large)	Substantial, Positive and Significant	Rejected
H_{O3}	MAF -> ADY	0.697 (Strong)	27.597 (Significant)	0.000 (Accepted)	0.486 (Moderate)	0.944 (Large)	Substantial, Positive and Significant	Rejected
H_{O4}	MAF -> AGY	0.630 (Strong)	22.736 (Significant)	0.000 (Accepted)	0.397 (Moderate)	0.658 (Large)	Substantial, Positive and Significant	Rejected

Note: OPF = Operational Flexibility, MAF = Market Flexibility, ADY = Adaptability, AGY = Agility
T-statistic greater than 1.96 at 0.05% level of significance.

Source: Output on Research Data, 2021

Discussion of Findings

Operational Flexibility and Adaptability

The results on operational flexibility and adaptability show that β = 0.631, p = 0.000, R^2= 0.398. This shows that operational flexibility has a positive, substantial and significant relationship with adaptability. An increase in operational flexibility will lead to an increase in adaptability. The coefficient of determination (R^2= 0.398) implies that a unit change in operational flexibility will account for up to 39.8% total variation in adaptability. Hence, operational flexibility is important if a firm desires to be adaptable. This finding is supported by Stohr and Muehlen (2008) who asserted that operational flexibility is required to modify present processes in order to respond to non-transient environmental changes.

Operational Flexibility and Agility

The results on operational flexibility and agility show that β = 0.624, p = 0.000, R^2= 0.389. This shows that operational flexibility has a positive, substantial and significant relationship with agility. An increase in operational flexibility will lead to an increase in agility. The coefficient of determination (R^2= 0.389) implies that a unit change in operational flexibility will account for up to 38.9% total variation in agility. Hence, operational flexibility is important for a firm to be agile. This finding is in congruence with that of Azar and Pishdar (2011) who opined that agility is a product of operational flexibility. Agile organisations envision new products and methods of conducting business and are adaptable in their operational actions (Shams et al, 2007).

Market Flexibility and Adaptability

The results on market flexibility and adaptability show that β = 0.697, p = 0.000, R^2= 0.486. This shows that market flexibility has a positive, substantial and significant relationship with adaptability. An increase in market flexibility will lead to an increase in adaptability. The coefficient of determination (R^2= 0.486) implies that a unit change in market flexibility will account for up to 48.6% total variation in adaptability. Hence, market flexibility is important if a firm desires to be adaptable. This finding is supported by Staber and Sydow (2002) businesses with a strong capacity for adaptation exhibit market flexibility and dynamic capability.

Market Flexibility and Agility

The results on market flexibility and agility show that β = 0.630, p = 0.000, R^2= 0.397. This shows that market flexibility has a positive, substantial and significant relationship with agility. An increase in market flexibility will lead to an increase in agility. The coefficient of determination (R^2= 0.397) implies that a unit change in market flexibility will account for up to 39.7% total variation in agility. Hence, market flexibility is important for a firm to be agile. This finding is in congruence with that of Worley, Williams and Lawler (2014) who avowed that High market flexibility entails an agility to discover new opportunities, overcome inertia, and adapt to unstructured situations, rather than being constrained to a few predefined answers. Firms must strive for a level of flexibility that is acceptable to customers, as customers do not value the firm's flexibility in and of itself (Zhang *et al*., 2002).

Summary

This study investigated the nexus between strategic flexibility and corporate resilience of manufacturing firms in Nigeria. The study employed a sample of 224 respondents. Having conducted both quantitative and qualitative analyses of the data, coupled with interpretations the following has emerged as summary of findings:

i. Higher level of strategic flexibility promotes corporate resilience of the manufacturing firms.
ii. Adaptability will be boosted by increased operational flexibility.
iii. Agility will be aided by more operational flexibility.
iv. Improved adaptability will result from increased market flexibility.
v. Increased market flexibility will lead to increased agility.

Conclusions

Based on the results of the analysis of the data, this study comes up with certain conclusions. The key conclusion is based on how manufacturing businesses and other important stakeholders view strategic flexibility and its link with corporate resilience, which is in accordance with the study's goal. Strategic flexibility, according to this study, improves corporate resilience greatly.

Theoretical Implications

Scholars have spent a great deal of time studying the relationship between strategic flexibility and corporate resilience. Several research, including Donaldson (2001), Harney (2016), Bastian and Andreas (2012), and Islam and Hu (2012), have confirmed that strategic flexibility is an excellent concept for corporate resilience. As a result, the study discovers empirical evidence indicating the dimensions of strategic flexibility examined in this study are crucial in strengthening corporate resilience. The findings and conclusions drawn from this study have far-reaching ramifications. The study's main theoretical conclusion is that in a competitive business environment, different levels of strategic flexibility are required for different levels of corporate resilience. These theories are applicable to this study because there will be increased resilience if the manager is able to deploy appropriate talents and take essential measures based on the prevalent circumstance.

Practical Implications

Managers and key players in the manufacturing business are becoming increasingly interested in the current competitive market and the need to be responsive and improve their operations in order to stay competitive. This study provides an opportunity for practicing managers to embrace the notion of strategic flexibility, which is critical to a firm's performance in a competitive market and can improve corporate resilience. This is supported by Shimizu and Hitt (2004), who stated that strategic flexibility entails recognizing significant changes in the environment, responding quickly by allocating resources to a new course of action, and being able to both stop resources from being wasted and redirect current resources that no longer serve a resource. This suggests that strategic flexibility is a driving force, particularly in a competitive industrial market. As a result of the study's findings, managers, supervisors, unit heads, and practitioners should be aware of how they may foster corporate resilience by instilling strategic flexibility in a tumultuous business environment.

Recommendations

1) Managers of manufacturing firms should ensure that product development teams use flexible new product development and modification approaches to accomplish targeted project objectives, which would enable them to be adaptable to the business environment.
2) Managers of manufacturing firms' should ensure organisational products and services are always available; products are not diverted; and they are in compliance with the rules and regulations of their business environment.
3) Managers should ensure strategic flexibility in their market, as it acts as a driver of organisational positioning in a dynamic business environment and since it exists on a continuum characterized by the degree to which a firm acquires, allocates and reconfigures its resource portfolio.
4) Managers of manufacturing firms should establish competitive market strategies that focus on business agility, sensing and responding capabilities linked to promptly find new market opportunities.

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Appendix

Statement Items

Strategic Flexibility					
Operational Flexibility		**SD**	**D**	**A**	**SA**
OPF1	Our organization has difficulty accommodating major changes in basic product designs or service offerings				
OPF2	We operate efficiently at different levels of output.				
OPF3	My organisation changes the quantities for our products produced quickly.				
OPF4	My organisation can vary aggregate output from one period to the next				
OPF5	My organisation produces, simultaneously or periodically, multiple products in a steady-state operating mode				
OPF6	My organisation can easily modify a product.				
Market Flexibility		**SD**	**D**	**A**	**SA**
MAF1	My organisation is able to build excess resources in relation to their product/market option.				
MAF2	Our organisation attempts to build capabilities to respond to desperate situations.				
MAF3	We emphasise on managing macro environmental risks (i.e. political, economic, and financial risks).				
MAF4	We utilise excess liquidity resources or options to enhance speed and manoeuvring capabilities.				
MAF5	My organisation has preference for projects that generate product-market options.				
MAF6	My organisation focuses on option generation and identification (e.g. selection of new product projects).				

Corporate Resilience					
Adaptability		**SD**	**D**	**A**	**SA**
ADY1	There is continuous communication during change processes.				
ADY2	The change(s) happen quickly and effectively.				
ADY3	The business finds it easy to adapt to changing situations.				
ADY4	The management team is usually calm in absorbing shocks.				
ADY5	The leader/manager feels confident in the abilities of employees to tackle problems.				
ADY6	The management team knows the key trends and changes in the environment that could impact the business.				
Agility		**SD**	**D**	**A**	**SA**
AGY1	The organisation is fast in detecting changes that occur.				
AGY2	The organisation quickly detects changes in technology.				
AGY3	The organisation analyses important events concerning customers, competitors and technology without delay.				
AGY4	The organisation implements a plan of action in order to respond to the movements in the business external environments without delay.				
AGY5	The organisation can reconfigure its resources in the proper time.				
AGY6	The organisation can readjust operations carried out in a timely manner.				

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Konwledge/Information Work Systems and Workplace Spirituality in Ministries of Culture and Tourism in South-South States of Nigeria

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Abstract: *The study purpose was to ascertain the relationship that exist between knowledge/information work system and workplace spirituality in ministries of culture and tourism in South-South States of Nigeria. The predictor variable is knowledge/information work (as a dimension of work systems) and the criterion variable is workplace spirituality (measured with punctuality, honesty, compassion and meaningful work). The study adopted a cross-sectional research design with individual employees as the unit of analysis. Additionally, the research used questionnaire as the research instrument which was distributed to 399 civil servants within the ministry of culture and tourism in the south-south region of Nigeria. Out of the 399 questionnaire distributed, 339 questionnaire were useful for data analysis. Data collected were analyzed using Pearson Product Moment Correlation with 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS). The outcome of the data analysis showed that knowledge/information work significantly impact punctuality, honesty, compassion and meaningful work, though with varies degree. Hence, we recommend among others that the ministry of culture and tourism in the South-South, Nigeria should be persistent to share needed information always in respects to culture of honesty, compassion and punctuality and reward those who display and exhibit such virtues within the ministry.*

Keywords: *Knowledge/Information Work System; Workplace Spirituality; Punctuality; Honesty; Compassion; Meaningful Work*

Introduction

The enhancement of workplace spirituality is very essential in the firm as it play major role in worker's behaviour that affects his performance and subsequently, the firm success. However, too often organizations emphasized survivability and the enhancement of performance to the neglect of the employee spiritual wellbeing that is essential to workers wellbeing which plays important roles in firm's performance (Imada, 2008). Employees that have a sense of spirituality in the workplace understand that their success and well-being are dependent on working together as a team. As a result, employees who have a strong sense of spirituality are more likely to work with all of their might, body and soul, to help their firms succeed. Organizations that do not pay attention to the importance of spirituality should expect to see a significant drop in employee motivation, passion, and sense of purpose (Bhatti & Sadia, 2018).

This is because, when the workplace spirituality observed by workers is enhanced, they behave more ethically, and are more attached to their job (Yu, 2015). Thus, Duchon and Plowman (2005) expressed that firm's units that has workplace spirituality have better work efficacy. Because, spirituality stabilizes people's mind and reinforce a feel of safety towards a better work efficacy (Gawain, 2000). In the same vein, Jurkiewicz (2002) expressed that the organizations with high spirituality can combine ethics, work value, and individual value which help to enhance better employee behavior.

The necessity to emphasize more spiritual qualities at workplace can be attributed to deterioration in morals and ethical behaviour and the consequent increase of deviant behaviour at the place of work (Ashmos & Duchon, 2000). This is because, spirituality at the workplace contributes majorly to building a new firm values in which workers are more contented and achieve better result through better exhibition of spiritual virtues and values (Fourie, 2014). Workplace spirituality is essential, not merely due to its link with the personal growth of workers, but also due to its capability to form a psychological relationship between employer and employee through which the employee feels respected, regardless of the position occupied (Daniel & Jardon, 2015). As a result, individuals who exhibit features of workplace spirituality have the capacity to adapt to changing circumstances, trust others, and have a higher level of dedication (Mohamed, Wisnieski, Askar, & Syed, 2004). Accordingly, the capability to adjust to a varying situation with ease is increased with workplace spirituality, since there exist a synergy with the components of trust, obligation and comprehension where spirituality virtues exist.

Employees that lack the understanding about how their jobs fit in the general work representation of the organization will likely exhibit behaviours that lacks spiritual undertone. By establishing a work system that inspires workplace spirituality, workers will be more likely to exhibit same. The work system that emphasizes the significance of workers is crucial to their behavioural pattern within the firm. As work system that do not recognized the desires of employees produces physical, psychosocial and cognitive loads on the employees (Carayon 2009) and employees reaction is often with detrimental effect of poor attitude like low motivation, satisfaction and negative work outcome that lacks spiritual undertone (Smith & Carayon, 2000) that might affect their display of spiritual virtues like punctuality, meaningful work, honesty and compassion. The capacity of firms to formulate policies and properly informed employees on timely basis and in the right place will aid to enhance worker's spiritual behaviour in the firm (Wang & Noe, 2010). Knowledge is power; but it have to be rightly applied. When organization have work system that facilitate information/knowledge sharing especially in regards to workplace spirituality vis-à-vis punctuality, compassion, honesty and meaningful work, workers are likely to exhibit more of those behaviour. By effectively disseminating needed information, employees focus will be on how to work towards the overall firm's purpose and use time more effectively by pursuing solutions or completing tasks rather than searching for information to execute given task.

The aim of knowledge work system is to build knowledge workers within the firm. Drucker (1995) explained that knowledge workers are high level employees who apply analytical knowledge in performing a given task. A knowledge worker understand, define, impact and help shape their terrain of influence, competence, activity and responsibility, performs sets of knowledge-intensive tasks with the aid of technology, dominated by communication (Reinhardt, Schmidt, Sloep & Drachsler, 2011; Morello & Caldwell 2001). An essential factor that is driving need for knowledge/information work system is the realization that a firm must manage its knowledge if it must continue in today's ever-changing and competitive marketplace. Thus, the need to successfully manage knowledge/information within the firm has become so important in today’s highly complex, dynamic, and swiftly changing business environment (Crook, Todd, Combs, Woehr & Ketchen, 2011). Based on the truth that organization can only survive if it can access the right knowledge/information. Hence, it is essential for survival and growth of any organization. Successful organizations now realized and recognize the reason they must manage it, develop plans for it and devote resources to these efforts. Because it is a crucial driver of organizational success (Bousa & Venkitachalam, 2013). This consciousness came on the premise that processes and technology alone are not adequate to drive a business firm to success but its human endowment vis-à-vis their knowledge which is very relevant for achieving the firm's goal and objectives excellently and proficiently. Therefore, it is pertinent for organization to encourage work system that successfully and resourcefully manage organization's knowledge and information for better employees’ behaviour vis-à-vis the exhibition of spiritual virtues. Thus, the aim of this study is to examine the relationship between knowledge/information work system and workplace spirituality in ministries of culture and tourism in South-South States of Nigeria.

Statement of the Problem

Giving the complexity observable in the circumstances of poor performance and spiritual values dearth in the civil service in Nigeria, several questions are asked on why the civil servants have thrown away the central ideals of the civil service and are still unable to perform effectively towards satisfying the desires of the Nigeria citizens. In the efforts made to proffer answers to the problems aforementioned, public stakeholders have discussed that sector has been bedeviled with so much unfavourable practices (work system) that have in the past, encouraged corruption, favouratism, nepotism, ethnic, traditional and sacred affiliation (Osawe, 2015; Ikechukwu & Chukwuemeke, 2013). It means the productivity seen in the civil service is as a result of its work systems as the industry’s capacity to attain any nation’s purpose strongly hinges on the system under which it operates. It therefore, implies that civil service sector can neither be separated from, nor greater than job structure that it finds itself and so its work systems persistently impacts beneficially or harmfully on its operations vis-à-vis the employees’ workplace spirituality. Consequently, the work systems under which the ministries operate must be functional and conducive for the effectiveness of the civil service.

Aim and Objectives of the Study

The study aim is to determine the relationship between knowledge/information work systems and workplace spirituality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Additionally, the objectives of the study are stated below:

i. Examine the relationship between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.
ii. Identify the relationship between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.
iii. Determine the relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.
iv. Ascertain the relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Research Questions

The following are the research questions that guided this study:

i. What is the relationship between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?
ii. What is the relationship between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?
iii. What is the relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?
iv. What is the relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?

Research Hypotheses

The following are the research hypotheses for this study:

$H0_1$: There is no significant relationship between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

$H0_2$: There is no significant relationship between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

$H0_3$: There is no significant relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

$H0_4$: There is no significant relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Literature Review

Theoretical Framework

Ludwig Von Bertalanffy, a biologist propounded the system theory. The theory focused on the generalization that all aspect of the organization are interrelated, interconnected and interdependent (Heames & Breland, 2010). There are many components that make up the whole, thus it is an assemblage or mixture of them. Many countries' economies are subsystems inside a larger system called the global economy. Each sector is made up of organizations, and organization itself is a system, with distinct subsystems such as manufacturing, marketing, finance, and accounting department and each having another system within them. Thus, there may be several subsystems in one system. Additionally, each sub-system may be made up of another sub-systems. As a result, managers must perceive the organization both as a whole and as a component of a wider context (Mullins, 2011). An interconnected, integrated system rather than distinct entities is what the theory views company to be (Stoner, Freeman & Gilbert, 2004).Consequently, for organization to attain its set objectives all the parts that makes up the organization must function together. Using systems theory, an organization must employ an all-inclusive approach to task execution and get a thorough understanding of all issues that may develop in the organization. A manager's job is to connect his or her departments, divisions, and/or units to the overall company goal. In order for managers to be productive, they must be able to communicate effectively with colleagues in different departments, divisions, and/or aspects of the organization. To achieve the company's goals via the establishment of an efficient working system, managers from all departments should work together to build a culture of good workplace behavior, such as work-place spirituality.

Concept of Knowledge/Information Work System

A work system is a collection of interconnected procedures that are intended to help the organization achieve its goals and objectives. In other words, it's a cluster of processes in which people work together to achieve the organization's objectives by influencing each other and their surroundings (Alter, 2013). By default a work system is an arrangement where individuals perform work activities via information technology and possibly other technologies. It consist of workers and work equipment acting together to attain the system goal (Reiman & Putkonen, 2012). It involves a systematically organized presentation of tasks and resources within the firm to achieving a particular goal(s). Furthermore, knowledge/information work system involves work system whose processes and activities are devoted to processing knowledge/information; that is capturing, transmitting, storing, retrieving, manipulating, and displaying same (Alter, 2008). Is system in which human participants and/or machines perform work via information, and other resources to produce informational services within the firm. One major objective of knowledge work system is to successfully build a climate for successful management of knowledge/information within the firm; thus, the knowledge work system facilitates the combination, sharing and storing of knowledge/information within the firm in a pattern that makes it easier for workers specifically and firms in general to use appropriately in meeting or attaining goals (Hendriks, 1999). Knowledge work system focused on managing firms' knowledge/ information for better performance. It therefore assists the firm's management in making concrete decisions based upon solid information to enhance employee performance towards enhanced organizational success (De Long & Fahey, 2000).

Knowledge/information work system involves organizational system that emphasized the successful management of organization's knowledge/information to attain firm's aim (Okunoye & Bada, 2005). Knowledge/information management as everyone's responsibilities (Davenport & Prusak, 1997). Thus, a firm that has knowledge work system considers everyone to be managers of knowledge in the firm. The task of making everyone to be custodian of knowledge transforms to a quest of finding ways of incorporating information work activity into the firm's practices. Additionally, Desouza (2011) expressed that any systems that support knowledge management in the firm are called knowledge work systems. A good example is document management system (is a searchable repository of knowledge documentation that codifies knowledge in an official manner) (Reinhardt *et al.,* 2011). Document management system usually has strong search capabilities, and it may also be created from off-the-shelf software. Another example of knowledge work system is expert system that represent knowledge in the form of if-then rules (Alter, 2008). An expert system is a software package that runs on computer which has three parts (user interface, inference engine which creates reasoning path by reading knowledge base and reading input; and knowledge base that contains if-then rules linked to represent expert knowledge). The core importance of an expert system are in codifying expert knowledge and in sharing it with other workers. These employees don't have to be experts and still can reason in such capacity through the application of an expert system. Experts' system is seriously adopted in account auditing. Work of modern accountant is highly determined by the accounting expert system; notwithstanding it is extensively used in medical diagnosing, managing insurance claims, troubleshooting machinery, financial industry, and in analyzing soil for oil and mineral deposits.

Workplace Spirituality

Workplace spirituality can be understood from three viewpoints vis-à-vis individual, interactive and organizational (Kolodinsky, Giacalone & Jurkiewicz, 2008). Under the individual level, workplace spirituality is regarded as how employees bring their own set of spiritual ideologies and morals to the workplace, under the interaction viewpoint, it is about the relationship, the connection between an employee's values and those of the organization while the organizational view of workplace spirituality is seen as an individual's opinion of the spiritual values in the organization. Furthermore, Ashar and Lane-Maher (2004) expressed that workplace spirituality comprises of an individual component and an organizational component;

the individual level component covers the intrinsic-origin angle of workplace spirituality, while organizational spirituality covers the existential standpoint. The intrinsic-origin ideology of spirituality affirmed that spirituality is innate and refers to how an individual applies his or her personal spirituality to the workplace which has significant effects on the behaviour of individuals (Moore & Casper, 2006; Krishnakumar & Neck, 2002). This viewpoint holds that workers may experience spirituality via their work, even when the organization is not necessarily spiritual. When workers are spiritual, and the work climate permits them to exhibit their spiritual self, such workers will feel inspired and appreciated which leads to better employee performance (Badrinarayanan & Madhavaram, 2008). Furthermore, workplace spirituality is about care, compassion and giving support to others, about integrity and employees being true to self and others. It means workers and establishments attempting to live their values more fully in the work they do. Hence, Petchsawange and Duchon (2012) indicated that workplace spirituality isn't a fringe idea but addresses human activities relating to personal development, compassion, meaningfulness and joy at work, honesty, trust, job commitment, and wellbeing of employees. Furthermore, the measures of workplace spirituality used in this study includes punctuality, honesty, compassion, and meaningful work (Petchsawanga & Duchon, 2009; Jurkiewicz & Giacalone, 2004) which are discussed below: Punctuality involves the significance of coming on time to work and behaving responsibly or professionally while at work. Punctuality means been available when one is anticipated to be available. Consequently, punctuality is the act of doing something at an appointed period of time, a strict observance in keeping engagements and promptness as well as the ability to be able to complete a required task or fulfil an obligation before or at a previously-designated time. Punctuality for those working from home means being available online during work hours, logging in into meetings promptly, and meeting project deadlines on-time. Punctuality is a virtue of responsible employees. It is an attitude of a person which shows the emotional connection towards what one is doing. Therefore, punctuality is an important spiritual trait which reflects the worker's interest towards the victory of the establishment. Important spiritual traits of punctuality can be listed as follows, showing up on time, completing the stipulated work early, planning what needs to be done, informing the concerned authorities about possible delay, attaches high importance to finish on time, not take anything lightly, no blame game in case of delay and realistic approach towards work (DeLonzor, 2007; Coughlan, 2004). Furthermore, honesty is defined by Zarim and Zaki (2016), as the ethical quality of having constancy in worthiness, as can be measured by the behaviour of a worker when undetected. Also, Simons (2008) defined honesty as the fittingness between the words and actions of a person (an employee). It therefore, covers consistency or reliability of actions, values, methods, measures, principles, expectations and outcomes that connotes a deep commitment to do the right thing for the right reason, regardless of the situation. Honesty can be in the form of moral honesty and personal honesty which have ways of affecting how people perceive what that is true to oneself (Martin, Vaught, & Solomon, 2010) as the absence of honesty may result in weaknesses, like weakness of the person's will and self-deception.

Compassion involves a wish to relieve people of their anguish (Farlex, 2007). It is a responsibility for another who is less fortunate or in agony (Delgado, 2005). Therefore, it is a deep longing for mutual caring and supporting others. Likewise, a spiritual person generates a mindfulness for the necessities of others and a desire to support others (Ingersoll, 2003). The expression of compassion in an organization is of huge benefit as an establishment with a palpable degree of expressed compassion experiences lower level of nonattendance and employee burnout, as well as increased teamwork and employee satisfaction which results in higher degrees of workers engagement and performance (Fulmer & Ostroff, 2016). Thus, a show of compassion to colleagues and customers has the ability to drastically influence the output of the organization. On the other hand, meaningful work involves the job characteristic that employees value the most (Grant, 2007). It is perceived as a worker's feeling of significance; that is having a feeling of worth and dignity in one's work (Steger, Dik & Duffy, 2012). It subsequently, relates with the degree of purpose or significance an employee ascribes to his or her job (Wrzesniewski, LoBuglio, Dutton & Berg, 2013). Hence, it is the level to which an employee perceives his or her job as a venture that is entirely significant and worthwhile. Meaningful work is also extremely essential to organization as it is a necessary and important precondition to workers' fulfilment, performance and motivation (Hackman & Oldham, 1980). It therefore play essential role in enhancing employee attitudinal results like psychological well-being, enhanced commitment, satisfaction improved motivation and lower absenteeism (Milliman, Czaplewski & Ferguson, 2003).

Methodology

This study adopted a cross-sectional research design with individual employees as the unit of analysis of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The South-South region of Nigeria include Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. Additionally, the research used questionnaire as the research instrument which was distributed to 399 civil servants within the ministry of culture and tourism in the south-south region of Nigeria. Furthermore, the choice of respondents from each ministry was determined via cluster sampling technique with each ministry representing a cluster. Out of the 399-questionnaire distributed, 339 questionnaire were useful for data analysis. Data collected were analyzed using Pearson Product Moment Correlation with 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS). The research instrument consists of four respond choices with point scales ranging from 1 to 5 indicating strongly disagree, disagree, indifference, agree and strongly disagree respectively. The independent variable is knowledge/information work systems as a dimension of work system (Alter, 2013); it is thus used as a uni-dimensional variable while the measures of workplace spirituality been the dependent variable is punctuality, honesty, meaningful work, and compassion. (Petchsawanga & Duchon, 2009; Jurkiewicz & Giacalone, 2004). We used face and content validity to make sure the instrument measured what it intended to measure while the reliability of the instrument was done through Cronbach Alpha and the result reveals 0.963, 0.895, 0.847, 0.906 and 0.963 for knowledge/information work system, punctuality, honesty, compassion, and meaningful work respectively.

Data Analysis and Result

Knowledge/Information Work System and Punctuality

The analysis below shows the relationship between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 1: Relationship between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Knowledge/inf	339	0.715	337	.1045	0.000	Significant
Punctuality						

P< 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 1 revealed the nexus between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a strong and positive nexus between knowledge/information work system and punctuality with r (337) = 0.715, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between` knowledge/information work system and punctuality. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:

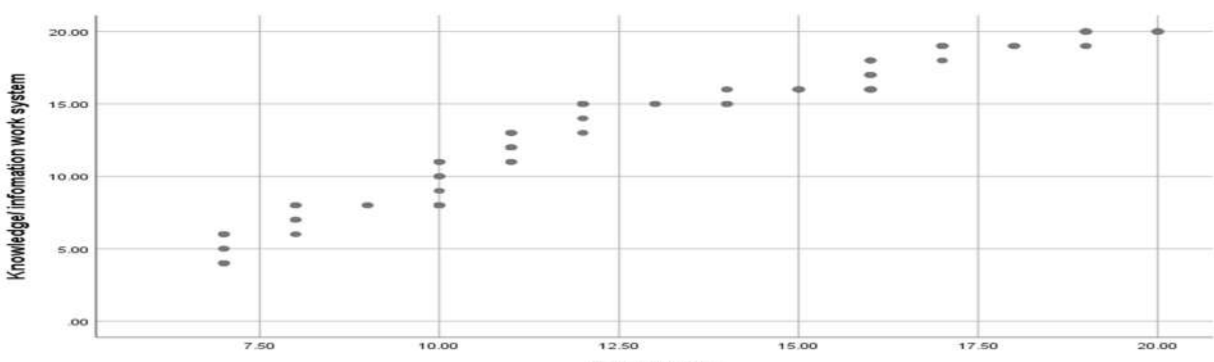

Figure 1: Scattered Graph of knowledge/information work system and punctuality.

Knowledge/Information Work System and Honesty

The analysis below shows the relationship between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 2: Relationship between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Knowledge/inf	339	0.581	337	.1045	0.000	Significant
Honesty						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 2 revealed the nexus between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a moderate and positive nexus between knowledge/information work system and honesty with r (337) = 0.581, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between knowledge/information work system and honesty. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:

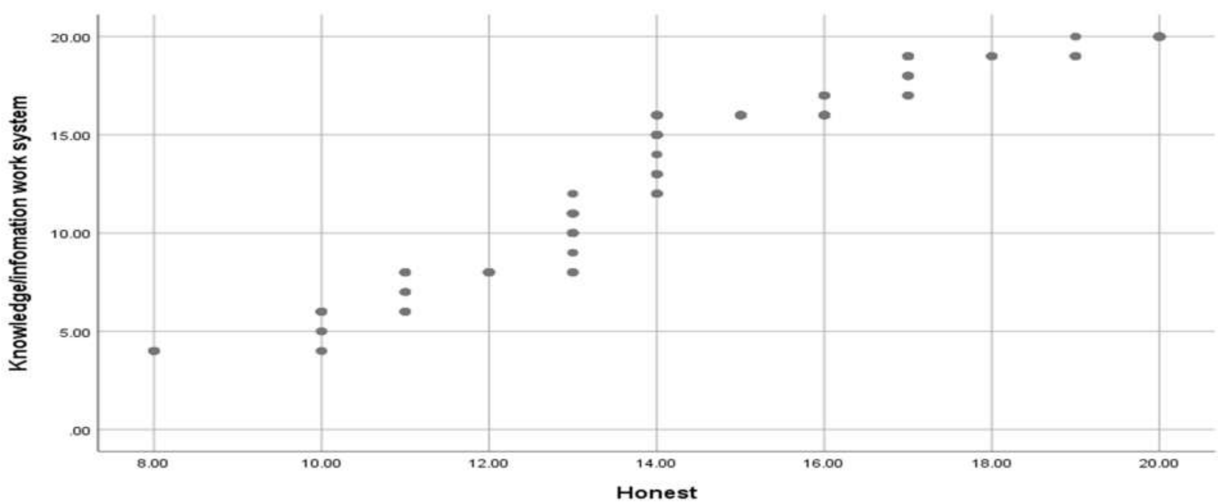

Figure 2: Scattered Graph of knowledge/information work system and honesty.

Knowledge/Information Work System and Compassion

The analysis below shows the relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 3: Relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Knowledge/inf	339	0.533	337	.1045	0.000	Significant
Compassion						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 3 revealed the nexus between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a moderate and positive nexus between knowledge/information work system and compassion with r (337) = 0.533, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between knowledge/information work system and compassion. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:

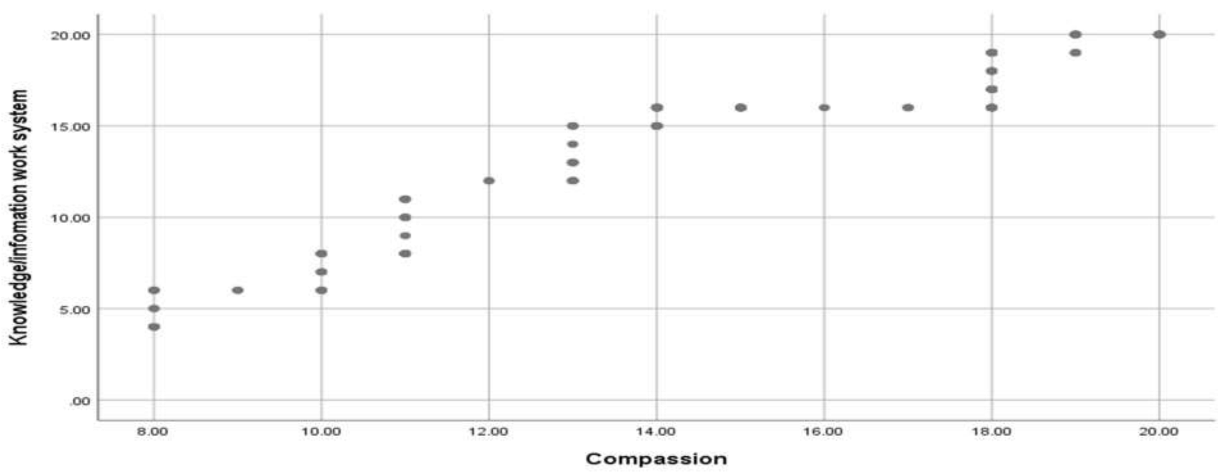

Figure 3: Scattered Graph of knowledge/information work system and compassion.

Knowledge/Information Work System and Meaningful Work

The analysis below shows the relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 4: Relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Knowledge/inf	339	0.978	337	.1045	0.000	Significant
Meaningful work						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 4 revealed the nexus between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a very strong and positive nexus between knowledge/information work system and meaningful work with r (337) = 0.978, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between knowledge/information work system and meaningful work. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:

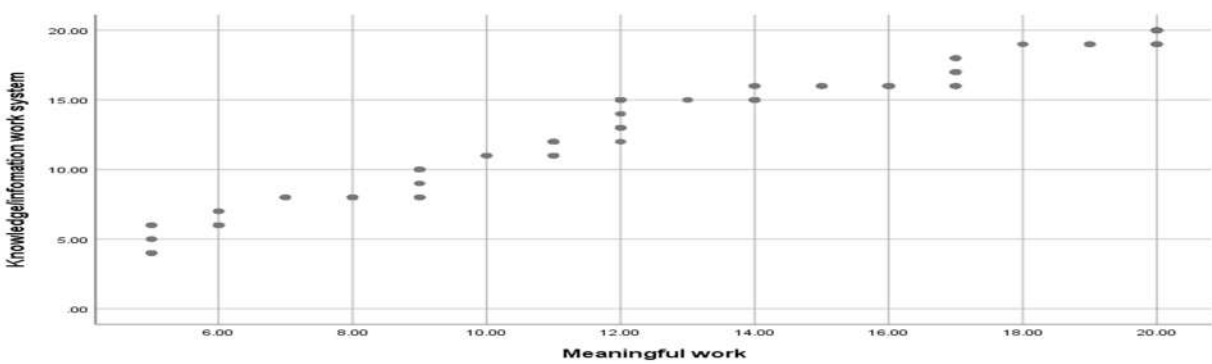

Figure 4: Scattered Graph of knowledge/information work system and meaningful work.

Discussion of Findings

From the empirical analysis between knowledge/information work system and workplace spirituality vis-à-vis punctuality, honesty, compassion, and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.; it showed that knowledge/information work system significantly influences the variables which are also discussed accordingly. Organization with knowledge work system provides needed information to guide employee's behaviour such as punctuality. Because one major objective of knowledge work system is to effectually create climate that enables the successful management of knowledge/information within the firm; thus, knowledge work system facilitates the dissemination of information/knowledge in a way that enables workers to be aware of the significance of punctuality and endeavor to be punctual. The provision of information a worker needs in respect to punctuality behaviour in the organization is significant in determining punctuality attitude. Employees that lack the understanding about how their jobs fit in the general work representation of the organization will likely exhibit carelessness in coming late and perform assigned task. By establishing a work system that inspires punctuality, workers will be punctual to work. The capacity of firms to formulate policies and properly informed employees on timely basis and in the right place will aid to enhance worker's punctuality in the firm. By focusing on given information, employees focus will be on how to work towards the overall firm's purpose and use time more effectively by pursuing solutions or completing tasks rather than searching for information to execute given task. Regardless how smart, talented, and proficient a worker is, if he is habitually late to work and meeting deadlines of assigned task, the employee may risk damaging his professional reputation. Because the virtues of punctuality helps one to be outstanding as a dependable and faithful individual that people can relied on to be timely. Tardiness affects more than employee's paycheck. Workers who resume late often, impact multiple aspect of the firm, including other workers and overall firm's performance (Bousa & Venkitachalam, 2013). Therefore, organizations must handle frequently late employees nippily that conforms to lateness policy and with appropriate information that is well communicated to avert it from escalating.

Furthermore, Price (1997) expressed that at the central of honesty is the level of information sharing in the firm and organization's openness in providing any needed assistance honestly (Price, 1997). By effectively sharing knowledge linked with honest behaviour especially superiors or leaders' honest behaviour serves as a role model for the subordinates or employees within the firm (McCann et al., 2017). In order words, when employees have knowledge or information that their superior are demonstrating good behaviour, as well as obey formulated rules, regulations, and policies in the organization, they will follow suit. Thus, is very essential to share right information always in regard to culture of honesty within the workplace. The way organization communicate knowledge/information to employees is another method of highlighting honesty (Wang & Noe, 2010). Keeping firm's information from employees leaves them feeling uninformed and takes away from encouraging honesty within the firm. While some information must be confidential, organization should have a habit of keeping employees informed on basic organization's operations which the employees see as transparent dealing that might impact how they honestly deal with colleagues and outsiders. Most employees appreciate transparency from the organization even when the information is negative. Thus, an honest dissemination of information may encourage employees to exhibit the same measure of honesty in relation to social exchange theory. To build and sustain honesty among workers, it would be essential to develop effective work system that encourage such behaviour. This is because, organizations work system has a way of influencing the behaviour of employees (Alter, 2008). To exhibit honest behaviour, employee need appropriate information and familiarity with actual and theoretical knowledge: workers should have access, recall, and apply information, interact well with others, have the capability and motivation to acquire and utilize the possessed information effectively which knowledge work system is crucial. By creating an organization work system that values honesty over perfectionism, firms would be able to communicate the essentiality of honesty to the workers. Nevertheless, if the organization work system is set up in a manner that punish employees for taking risks or making mistakes, more dishonest employees is likely to be more in the firm. When a firm has a work system built on honesty, it aids to foster workplace behaviour and activity that is consistent regardless of external influences. This means, workers will behave with a consistent code of morals irrespective of the circumstances; thus, for instance, a worker will remain respectful and helpful even when attending to a rude customer. Honesty is really and truly the best policy characterized with consistent action. There might be no more important action for inculcating trust in a firm than the honest communication of needed information between workers and managers. Honesty is an intangible outcome that is crucial for any organization's short- and long-term success. Honesty begets honesty. To enhance honest behaviour within the firm, firms must build an honest system too.

More so, Madden et al. (2012) expressed that the key to being compassionate in the workplace is an information and effective communication pattern as the act of communicating information openly and expressing oneself clearly to others plays a major role in motivating behaviour of compassion. Organizations may have very talented employees who have wealth of experiences, but unless they treat others with respect, talk compassionately, or be able to internalize others' pain, they may not be successful. The advantage of exhibiting compassionate attitude at work are vast. It guarantees a healthy flow of communication with warmth and love in it that improves an organization's success. Nevertheless, system ought to be in place that will encourage such behaviours such as information work system that manages needed information for the exhibition of such traits. The exchange of compassionate behaviour in the firm encourages kindness and enhancement of workers commitment towards their firm and other stakeholders (Dutton et al., 2014), which can be attained by equipping employees with the necessary knowledge/information why they should display compassionate behaviour. Because when employees are able to easily access the needed information to execute given task, they automatically work committedly and are able to offer care or kindness to others they know needs it. Compassion is a significant virtue within the firm (Simpson, Clegg & Pitsis, 2014), indicating that compassion as phenomenon exist within the firm and firms encourage it through different interventions: one of those intervention could be knowledge work system. Dutton *et al.* (2014) further expressed that organizational interventions that enhance compassionate behaviour in the firm include hiring employees with relational skills of compassion, providing opportunities to employees to ease their sufferings through practices like employee assistance programs, system that facilitate the notification or information to everyone about employee's sufferings and rewarding employees that display compassionate feeling and helping others during time of difficulties and need. An important aspect of knowledge work system is training/development (Spira, 2005) as both are very significant in enhancing the information/knowledge capacity of workers. Thus, acquiring needed information/knowledge in regard to been compassionate through training and development could play a crucial role in enhancing compassionate behaviour within the firm. Additionally, Atkins and Parker (2011) expressed that compassionate behaviours can be encouraged in the firm through rewarding and providing platforms that encourages compassionate behaviours. This platform could be right work system like knowledge/information work system that boosts and encourage information/knowledge sharing among employees. For an employee to show a compassionate behaviour towards colleagues or customers, the worker has to be sentient of the pain or distress the colleague or customers is passing through, thus, the essence of information/knowledge work system in the firm. Additionally, Cameron, Bright and Caza (2004) expressed that the culture, work system, cohesive interpersonal relations and role of leaders and managers is essential in improving compassionate behaviour within the workplaces.

Furthermore, knowledge work system facilitate better information management within the firm which comprises contextual features of the work environment, that can enrich the job and increase job satisfaction (Morgeson & Humphrey, 2006) that can consequently enhance employee meaningful work. The capacity to share acquired knowledge among employees enriches employees' social needs to improve job satisfaction that can improve employees' work meaningfulness. Thus, Obeidat, Al-Suradi, Masa'deh and Tarhini (2016) expressed that base on the strong influence of information sharing in the firm on how employees will effectively perform their given roles increases meaningful work and aid the worker be more socially involved within or out of the organizations. Knowledge work system assist employees to effortlessly acquire the right and needed knowledge/information to execute given tasks timely and efficiently (Kianto, Vanhala & Heilmann, 2016) which can increase meaningful work as no employee would have meaningful work when he does not have access to right knowledge/information to execute a given task. Since knowledge/information are actively shared in a knowledge/information work system, work meaningfulness is enhanced: employees can join in relevant dialogue about their jobs, share experiences, reflect upon their experiences, and ultimately produce ideas that brings workplace improvement. Accordingly, knowledge development opportunities can help employees make a much greater sense of the firm, role, and career path, thereby obtaining a better understanding of assigned task and responsibilities, thus enhancing their meaningfulness of work. Furthermore, knowledge work system facilitate the growth of competence vis-à-vis workers knowledge through training; thus, when employees are given training opportunities, it aids in boosting their awareness and make much greater understanding about given role and tasks, therefore enhancing their work meaningfulness (Awang, Ahmed, Hoque, Siddiqui, Dahri & Muda, 2017). Thus, training opportunities that knowledge/information work system hold dearly can assist workers to harness psychological connectivity with their work, hence predicting meaningfulness in work. Consequently, Mozammel (2019) expressed that training/development that information and knowledge work system emphasized is essential in creating meaningful work. Also, McDonald and Hite (2005) articulated that career development is an essential way of buildimg meaningful work within the firm. Access to effective knowledge/information allows employees to improve efficiency and improves quality as it aids workers to carry out task successfully which can increase work meaningfulness of workers.

Conclusion

The outcome of the data analysis in this study provides a positive and significant relationship between knowledge/information work system of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. From the findings, it is apparent to conclude that knowledge/information work system is very essential in enhancing workplace spirituality vis-à-vis punctuality, honesty, compassion, and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. At this current time when the operations of today's information society depend on knowledge/information that is continually growing and changing, disseminating knowledge/information within organizations has become eminent for employee workplace spirituality vis-à-vis punctuality, honesty, compassion, and meaningful work. Employees must therefore be aware on how to detect and find such knowledge/information in an easy way which knowledge work system is significant.

Recommendations

The following are the recommendations from our findings

1. The ministry of culture and tourism in the South-South, Nigeria should disseminate knowledge/information honestly and transparently and guarantee that workers become aware of the possible consequences of dishonesty in the ministry.
2. The ministry of culture and tourism in the South-South, Nigeria should be persistent to share needed information always in respects to culture of honesty, compassion and punctuality and reward those who display and exhibit such virtues within the ministry.
3. Also, the ministry of culture and tourism in the South-South, Nigeria should guarantee the needed information by employees are made available timely to successfully carry out their given task.
4. The ministry of culture and tourism in the South-South, Nigeria should be more flexible in responding appropriately to employees needs to have a higher likelihood of encouraging employee honesty and other spiritual virtues.

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Organizational Responsiveness and Marketing Resilience of Domestic Airlines in Nigeria

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Abstract: *This study examined the nexus between organizational responsiveness and marketing resilience of domestic Airlines in Nigeria. The study treated organizational responsiveness as unidimensional construct; while marketing resilience was decomposed into situation awareness, coping-with-change, marketing adaptability and resilient marketing ethos. The study adopted a descriptive research design and collected primary data through cross-sectional survey; using a structured questionnaire. The Spearman's rank order correlation served as the test statistic, relying on the statistical package for social sciences (SPSS) version 24.0. The study found that organizational responsiveness relates to marketing resilience of domestic Airlines in Nigeria. Organizational responsiveness posted strong, positive and statistically significant association with all the measures of marketing resilience. The study concluded that organizational responsiveness contributes to the manifestation marketing resilience of domestic Airlines in Nigeria or that marketing resilience of domestic Airlines depends on organizational responsiveness. The study thus recommends that domestic Airlines in Nigeria that desire improved marketing resilience should institutionalize structures and practices that advance or drive their responsiveness capacity.*

Keywords: *coping-with-change, marketing adaptability, organizational responsiveness, situation awareness, resilient marketing ethos*

Introduction

Change is the only certain and consistent phenomenon in the business-scape; and marketers plan and provide for change with a view to reducing its negative effect on their operations (Ebenuwa, 2021; Ateke & Nwulu, 2021). Aspects of change that marketers have increasingly come to terms with is increased enlightenment and sophistication of today's customers; highly disruptive transformation that characterize the business environment; globalization of markets that has weakened national boundaries and socio-economic and health concerns that ravage the world. Most therefore, institute deliberate programmes and practices that enhance their capacity to effectively and timeously respond to market-dynamics, by adapting their operations to emerging challenges or at least, rebound from setbacks (Ebenuwa, 2021). This is commonly expected of firms, given that they recognize the turbulence and volatility of the operating environment and the need to always be prepared for shocks.

However, it is not all firms that are able to effectively maintain their equipoise or successfully rebound from adverse effects inflicted by shocks and disruptions in the market, this is especially so in Nigeria's aviation sector where several domestic airlines have been observed to fold on account of debilitating effects of market dynamics (the likes of Okada Air, Albarka, Sosoliso among others easily come to mind). The Independent, a national daily reported in August 2019 that Nigerian Airlines are having a hard time remaining in business as they are fast loosing seats, passengers and revenue to foreign Airlines even in the domestic market, where Nigerian Airlines hitherto dominated. Also, additions to the list of domestic Airlines in Nigerian that have ceased operations seem to be a regular feature in the aviation sector. These testify to the fact that domestic Airlines in Nigeria are not as resilient as they should be in their marketing operations in terms of awareness of their operating situation, coping with change, marketing adaptability and resilient marketing ethos to hiccups in the market. The chain effects of this phenomenon on industry structure, life, and society are manifold.

In the circumstance, this study is inclined to believe that domestic Airlines in Nigeria have not been quick to responding to real market changes as they should be; as it has been shown that responding appropriately to marketplace shifts, enhance the wellness of firms (Ateke & Didia, 2017). This study is of the view that domestic Airlines could be more resilient if they are responsive to changes in the market. That is, domestic Airlines in Nigeria can improve their marketing resilience by being more responsive to present and emerging market conditions. Previous studies report that marketing resilience may be orchestrated and nurtured through employees' competences (Ateke & Nwulu, 2018; Harcourt & Ateke, 2018; Eketu & Ogbu, 2017), process innovation (Ahiauzu & Jaja, 2015), marketing agility (Ateke & Nadube, 2017), knowledge management (Fani & Fard, 2015; Mafabi, Muene, & Ahiauzu. 2013) market-sensing (Ebenuwa, 2021; Ateke & Didia, 2017) among others.

We therefore, examined the connection between organizational responsiveness and marketing resilience of domestic Airlines in Nigeria. The study is appropriate at this point in the annals of the aviation sector in Nigeria when domestic carriers are finding it increasingly more challenging to withstand competition from foreign carriers, global health challenges are crippling economies and running firms into bankruptcy, and when dwindling fortunes of domestic Airlines is raising concerns about job security. These factors, and more, have necessitated the need to further explore ways of achieving and maintaining marketing resilience for domestic Airlines.

Foundational Theory

This study is premised on the theory of distinctive competences (Selznick, 1957). Theory of distinctive competences is a benchmark theory of strategy and competitiveness which holds that firms own or have access to "a set of unique capabilities" which allows them to enter markets of interest and gain advantage over competitors. Distinctive competences evolve from "tangible and intangible resources which a firm owns or has access to" (Graig & Grant, 1993). A firm's strengths which cannot be easily matched or imitated by competitors, and which builds competitive advantages are its distinctive competence. Abdullah, Sabah, and Shawqi (2017) therefore, views distinctive competences as the "aggregate of multiple activities that firms perform better than rivals in an industry. Mooney (2007) define it as "a unique firm-specific strength that allows a company to better differentiate its products and achieve competitive advantage."

Hence, "distinctive competence must be sustainable and visible to consumers, and not restricted to the outcome of a firm's special adaptation to its special purposes and programmes" (Abdullah *et al*., 2017). A distinctive competence is usually a strategic strength, but a strategic strength may not always be a distinctive competence as rivals in a highly competitive industry are apt to imitate a firm's competence, such that what was once a distinctive competence could become a minimum requirement to compete in the industry. The theory of distinctive competence thus presupposes that firms could develop competences in specific areas such as environmental scanning and cross-functional responsiveness or in general areas by developing expertise in such areas as marketing, procurement, production etc. which are noticeable by rivals and customer. This study therefore adopts the theory of distinctive competences as a baseline theory on the premise that it is a viable theory to explain how firms can develop expertise in responding swiftly to market shifts, thus enhance their resilient capacity in their operating environment.

Concept of Responsiveness

Harcourt and Ateke (2018) construe responsiveness as firm's "ability to detect environmental changes and adapt to them by (1) making changes internally at individual action and learning level or at organizational structures and policies, and (2) developing active interfaces that alters the environment to increase the firms' adaptability". It represents the ability to employ aggressive marketing strategies in response to environmental disruptions. Responsiveness is thus not strictly determined by the nature of change, but also by other factors that foster or inhibit action.

Responsiveness is also the ability to configure or reconfigure resources and processes to respond promptly to environmental demands (Dove, 2001). It represents the ability to respond to market demands in terms of quality, speed and flexibility (Asree, Zain, & Razalli, 2010). The construct of responsiveness is viewed from service marketing and operations management perspectives (Palmer, 2001). From service-marketing perspective, responsiveness is related to the willingness to help customers and speed of service delivery; while from operations management perspective, it is related to the speed and variety of products offered (Nwulu & Ateke, 2018). This study however takes an integrated view of responsiveness and represents it as the ability to respond promptly to market shifts, as well as the willingness to (re)configure marketing programmes, practices and activities to deliver consistent value and maintain a consistent image.

Responsiveness is thus a cumulative capability in terms of multiple performance measures such as quality, speed and flexibility (Hoyt, Huq, & Kreiser, 2007). It is an aspect of the market orientation construct where it represents the swift and seamless response to market intelligence about current and future market situations; as well as threats and opportunities embedded in those situations. It entails the capacity to speedily summon individual and collective competencies to address issues relating to the firm itself, its customers, as well as all other factors in the environment (Hoyt *et al*., 2007). The ability and capacity to respond to challenges posed by the environment is often a strategic one for most marketers.

The design school of strategy formation suggests that responsiveness consists in a strategy formation as entrepreneurial response to match internal abilities and opportunities in the environment ((Nwulu & Ateke, 2018; Hoyt *et al*., 2007). Environmental scanning provides marketers with intelligence, which they respond to, in a manner that promotes marketing wellness. Marketers that react quickly and effectively so, survive better and are more resilient in the long haul. Marketers adapt to contextual vagaries by being responsive through fast decisions while simultaneously considering several possible alternatives (Ateke & Nadube, 2017). Responsive marketers undertake prompt and seamless transformations in their configuration, programmes and activities (Brannen & Doz, 2012), including "leadership, strategy, innovation, knowledge sharing and organization" (Brueller, Carmeli, & Drori, 2014). "Responsiveness thus relates to strategy and marketing that permeates the variables involved in marketing management actions that pique marketers to innovate, seize opportunities, adapt and act proactively" (Hult, Ketchen & Slater, 2005).

Marketing Resilience

The construct of resilience originated from physics where it was used to describe "the quality of materials to regain their original shape after being bent, compressed, or stretched" and in engineering where it was used to "determine the capacity of an entity or system to maintain and renew itself, particularly in the presence of stressors" (Smyntyna, 2016). The construct has however, gained transdisciplinary significance, and is emphasized in psychology, economics, emergency management and organizational studies (Ateke & Nwulu, 2018); as well as in cultural and social anthropology, psychiatry, behavioural studies, and healthcare systems (Mallak, 1998) cited in Ebenuwa (2021). In organizational studies, resilience is defined as the ability of a firm to reinvent itself when conditions change, and the capacity to respond to uncertain conditions (Ebenuwa, 2021; Akhigbe & Onuoha, 2019); and is exemplified in the ability to react to, and rebound from disruptions timeously. Resilient organizations have the ability to anticipate, prepare for, respond and adapt to gradual and abrupt disruptions in the operating environment without losing their functional capabilities (Ateke & Nadube, 2017).

The construct of resilience is herein extended and applied to marketing to represent the ability of marketing to cope with disruptions in the operating milieu, overcome adversity and function adaptively, as well as stage a comeback from shocks. It is the ability of marketing to recover rapidly, overcome, respond or otherwise adapt to disruptions in marketing operations caused by environmental upheavals. This is in line with the conception of resilience as "a system's ability to continue to perform and meet its objectives amidst adverse conditions" (Barasa *et al*., 2018) cited in Ateke and Nwulu (2018). Marketing operations are conducted in plastic conditions that present both threats and opportunities; cultivating a resilient marketing culture therefore better positions a firm to prosper (Harcourt & Ateke, 2018).

Resilience is a multidimensional construct. In this study, we decompose marketing resilience into situation awareness (Lee *et al*., 2013), coping with change (Zhang & Liu, 2012), marketing adaptability and resilient marketing ethos (Lee, Vargo, & Seville, 2013; Stephenson, Vargo, & Seville, 2010; McManus, Seville, Vargo, & Brunsdon, 2008). These measures were preferred because marketing must be conscious of its operating environment in order to adeptly tinker the variables with which it seeks to build and maintain profitable relationship with stakeholders. Also, marketing operations must be nimble enough to respond to market shifts seamlessly and timeously. In addition, marketing must have the ability to maintain its operational capabilities under different circumstances; it must be able to cope with change. Resilience requires marketing to function effectively, irrespective of disruptions in the operating context; and be able to create and deliver consistent value all the time and in all conditions. Finally, marketing must develop a culture of resilience if it must be able to cope with environmental shocks and rebound from setbacks better and stronger; the marketing function must have a resilient culture.

Situation awareness

Very costly marketing errors will be committed if the marketing function is not always conscious of its operating environment (Ateke & Nwulu, 2018). The concept of situation awareness thus describes the knowledge marketing has of its operating environment (McManus *et al*., 2008); which includes the ability to anticipate opportunities, threats, disturbances and the ability to correctly identify potential crisis, their likely effects and what must be done to turn things around (Tamunomiebi, 2018). It involves understanding how events, trends, information, or own action affect goal realization (Gugerty, 1997). Marketing is the bridge between the firm and its market, and is therefore, required to always be alert to changes even before they become manifest and possibly take a toll on the firm's health. Ahiauzu and Jaja (2015) observe that:

> "The loss of situation awareness usually occurs over a period of time and leaves a trail of clues such as confusion, use of improper procedures; departure from regulations; failure to meet planned targets; unresolved discrepancies; ambiguity and fixation. Situation awareness is thus dynamic, hard to maintain, and easy to lose".

Keeping in touch with the environment all the time is very difficult, especially during complex high stress operations (Tamunomiebi, 2018). Marketing thus requires resources to continually scan the environment to discern opportunities that could be exploited and threats that should be avoided. Therefore, "combining new information with existing knowledge in working memory and the development of a composite picture of the situation along with projections of future status and subsequent decisions as to appropriate courses of action to take" is essential to marketing resilience.

Coping-with-change

Change represents a transformation of situations from established or expected trajectory to radically different courses, thus requiring (re)planning in order to remain focused on a preset course. The environment in which business is conducted is sophisticated, convoluted, intertwined and less predictable (Lelièvre, Radtke, Rohr, & Westinner, 2019). Environmental shocks emerge from several factors that herald change, and these must be subdued by maintaining or reconfiguring current templates or designing and integrating new ones (Rafferty & Griffin, 2006). The ability to implement plans even when unexpected turns tend to upend the plans and dis-align functioning is enhanced by a capacity to cope with change. Coping with change involves accommodating unexpected vagaries in the environment and remaining the same in functions, structures, processes and programmes.

Environmental disruptions force marketers to reset and reinvent their operations by retreating to the core of their business that remains strong (vision, mission, values and the main products that the business is well known for); or by reducing expenses (staff, operating, marketing, etc.) in response to the situation (Herscovitch & Meyer, 2002). Reinvention becomes adequate after resetting; as the business can "craft new plans, develop products and delivery methods, hire people and spend money on growth again" (Herscovitch & Meyer, 2002). The intent this strategic maneuver is to effectively cope with change. In coping with change, the ability to absorb and react to shock is crucial. Marketers must constantly roll with changing market requirements by creating new products and processes, as well as the accompanying levels of customer service and customer-firm interfaces. This without, marketers will awake to find that yesterday's customers are different than today's customers and that today's customers will not be available tomorrow; and therefore have "the wrong value directed at the wrong people at the wrong time". To forestall this, marketers must be equipped with the right information from the right sources and also be fitted to cope with change (Lelièvre *et al*., 2019).

Marketing adaptability

McCann (2004) and Hamel and Välikangas (2003) view the capacity to adapt marketing activities to changing market conditions as "the ability or inclination of individual or teams within marketing to maintain an experimental attitude towards new situations as they occur and act in terms of changing circumstances". Marketing adaptability is a process that promotes the design and implementation of proactive insights about future possibilities that enables the creation of value that connects with stakeholders. It is linked to competitiveness as it is a resilient characteristic, and describes the ability to adapt operations to prevailing conditions with a view to gaining advantage over less adaptive competitors, and maintain a robust marketing profile (Akhigbe & Onuoha, 2019). Marketing adaptability implies "the aptitude to adapt swiftly to varying environmental conditions; and is essential to navigating firms in the contemporary business milieu where turbulent disruptions constitute the new norm; and facilitates firms' ability to respond to threats and opportunities. Marketing is inherently adaptive, the practice of marketing today is markedly different than what obtained a decade ago, and it will appear even more different by the next decade (Ateke & Nadube, 2017).

Marketing adaptability may be orchestrated by changes in internal resources or external challenges; it is nonetheless, the natural outgrowth of a market orientation or the "customer first" mindset that adapts to changing customers' requirements and specificities of other environmental factors. It often involves reforming marketing programmes and operations to suit changing consumer preferences, geography or era in which the firm operates. Marketing adaptability is thus context-specific (McManus *et al*., 2008); "it varies in terms of value and nature and may be analyzed through coping ranges, the conditions a system can deal with, accommodate, adapt to, and recover from" (Ateke & Nwulu, 2018). Marketing adaptability promotes consistent alignment of marketing objectives and customer desires, mostly, by creating "innovative customers" or marketing practices, programmes and operations to suit emerging market trends (Ateke & Nwulu, 2018).

Resilient Marketing Ethos:
Marketing ethos represents market-oriented values, norms and actions that inform and guide marketing actions. It is one that practically translates the marketing concept, which emphasizes the importance of customers not just within marketing, but throughout the firm; and anchored on identifying market demands and meeting them better than competitors. A market-oriented culture focuses on developing, communicating and delivering value; and thrives on learning about market developments, sharing this information with appropriate personnel, and adapting operations to changing conditions. Zostautiene, Zvireliene, and Susniene (2017) aver that marketing practices are encumbered by a "perfect storm" of adversities orchestrated by forces ranging from turmoil and instability of markets, economic downturns, changes in employees' values, resource shrinkages, technological advances, fragmented demographics, pandemics, etc.

The most suitable time since the invention of management for firms to prepare for adversity by building resilient marketing ethos is now. A resilient marketing culture is a climate within marketing that foster resilience in the wake of adversity; an environment that the majority of marketing personnel perceive as non-punitive, but motivating and supportive (Zostautiene *et al*., 2017). One that encourage innovation, stimulate personal satisfaction and growth, as well as extraordinary success. A resilient marketing ethos is one equipped to face challenging market disruptions, and handle turbulence proactively; with skills, tools, and a mindset to cope with new realities; one designed to "perform in the storm" in times of disruptions. Resilient marketing ethos is a system-wide shared attitude, habits and beliefs that encourage resourcefulness, reflectiveness and responsiveness to environmental shifts (Stephenson *et al*., 2010).

Organizational Responsiveness and Marketing Resilience

The statement of foremost English geologist, biologist and naturalist, Charles Darwin (1809-1882) that "it is not the strongest of species that survive, nor the most intelligent, but the one most responsive to change" aptly contextualizes the imperative of responsiveness to market dynamics. Marketing pundits have thus called attention to strategic actions - "a pattern of resource allocation and alteration of marketing practices that enable firms to improve marketing performance" (Ketchen, Hult, & Slater, 2007; Barney, 1996). Responsiveness is a market-driven firm-level strategic action that respond to external environmental factors while taking existing frameworks and constraints of the market structure and characteristics into account (Jaworki, Kohli, & Sahay, 2000) in Wei and Wang (2011). Highly responsive firms utilize various resources to meet market-dynamics. Homburg, Grozdanovic, and Klarmann (2007) argue that maintaining and enhancing a firm's responsiveness to environmental changes endow competitive advantage that enhance a firm's market position and fortunes; just as failure to respond appropriately to market-dynamics could waste a firm's scarce resources (Jayachandran & Varadarajan, 2006).

Responsiveness describes firms' ability to respond to changing market conditions appropriately, so as to reduce threats or capitalize on opportunities (Collins & Hitt, 2006). For marketers that are faced with environmental challenges, "responsiveness also represents the ability to respond to emergent opportunities or concerns" (Lindblom, Olkkonen, Mitronen, & Kajalo, 2008). Responsiveness is a core competency that enhances the provision of superior customer value, strong differentiation and extendibility which are relied upon to achieve desired financial and market positions (Nwulu & Ateke, 2018). The potency of responsiveness to better the lot of firms was supported by Agha, Alrubaiee, and Jamhour (2012) who observed that core competences have strong positive impact on organizational performance.

The vagaries of the competitive environment have made responsiveness an imperative to survival and growth of firms (Luo, 2012). It helps maximize marketing's initiatives and proactive pursuit of new opportunities that are consistent with company's goals" (Birkinshaw, 1996). In addition, responsiveness motivates marketing to "establish sustained, solid relationships with publics, which in turn creates more opportunities or extenuates contextual hazards" (Luo, 2012). Responsiveness stimulates business success, and is required for competitiveness, since it serves as a foundation for bolstering the formulation and implementation of appropriate (Porter, 1990) in Luo (2012).

Previous studies have posted in varying degrees of coherence, the predictive power of responsiveness on company wellbeing. Wei and Wang (2011) report that organizational responsiveness and innovation enhances superior performance. Garrett, Covin and Slevin (2009) observe that responsiveness determines market pioneering; and that "responsiveness is a critical competency for market pioneers." Responsive firms adapt quickly to changing market conditions (Randall, Morgan, & Morton, 2003), and this rapid adaptation is critical when conditions reflect ambiguity and uncertainty. The forgoing suggests that responsiveness will relate to marketing resilience significantly. However, in order to allow for statistical testing and interpretation, the study formulates the following null hypotheses:

- **Ho_1**: Organizational responsiveness does not relate significantly to situation awareness of domestic Airlines in Nigeria.
- **Ho_2**: Organizational responsiveness does not relate significantly to coping with change of domestic Airlines in Nigeria.
- **Ho_3**: Organizational responsiveness does not relate significantly to marketing adaptability of domestic Airlines in Nigeria.
- **Ho_4:** Organizational responsiveness not relate significantly to resilient marketing ethos of domestic Airlines in Nigeria.

Methodology

The focus of this study is to examine the association between organizational responsiveness and marketing resilience. The study adopted a descriptive research design. The study was anchored on the realist ontology and positivist epistemology; it adopts a nomothetic methodology based on the conviction that man's interaction with the environment is deterministic. A questionnaire thus served as the instrument of primary data collection. The study was conducted in a natural setting; hence, the researcher did not exert any form of control over the research elements (the test units). The cross-sectional survey, which permits researchers to collect data from test units at a point in time, was adopted.

The population of the study comprised domestic airlines in Nigeria. Information from the Nigerian Civil Aviation Agency (NCAA) indicates that there are twenty-three (23) domestic Airlines in Nigeria. These twenty-three (23) domestic Airlines constitute the population of the study. The study took a census since the population of the study is not large. The study however surveyed one hundred and fifteen (115) management level staff of the twenty-three (23) airlines on a sample frame of five (5) respondents per airline. The study purposively surveyed marketing; operations; corporate communications; regional and general managers of the airlines. The choice of this category of staff is premised on the conviction that they are (1) better placed to understand the trajectory of the study, (2) privy to the core of airline operations and therefore possess the required information, and (3) in positions of authority to speak for their firms.

The instrument used in the study passed face and content. The face validity of the instrument was ascertained through the opinion of experts consisting members of the academia within marketing, organizational studies, and measurement and evaluation; and practitioners with adequate knowledge of the subject of the study; while content validity was predicated on the fact that it was derived from literature, and mostly from instruments used by other researchers, with minimal adaptation. The internal consistency of the instrument was determined through the Cronbach's Alpha test of reliability, with a threshold of 0.70 (Nunally, 1978). Table 1 presents a summary the results.

Table 1: Reliability result for the study

Variables	No. of items	Alpha coefficients
Organizational responsiveness	7	0.992
Situation awareness	8	0.820
Coping-with-change	6	0.967
Marketing adaptability	8	0.914
Resilient marketing Ethos	9	0.962

Source: Simulation from SPSS output of data analysis on organizational responsiveness and marketing resilience (2021).

The Spearman's Rank order correlation served as test statistic, relying on the Statistical Package for Social Sciences (SPSS) version 24.0. The choice of the Spearman's Rank order correlation is premised on its noted flexibility in assessing correlations for both ordinal and interval data (Neuman, 2006). The decision rule for accepting or rejecting the null hypotheses was premised on the adoption of the 0.05 level of significance as a criterion for assessing the Probability value (Pv). Hence where Pv < 0.0, the null hypothesis was rejected, and accepted where is Pv > 0.05.

Results and Interpretation

Table 2: Relationship between organizational responsiveness and metrics of marketing resilience

			Organizational Responsiveness	situation awareness	Coping-with-change	Marketing adaptability	Resilient marketing ethos
Spearman's rho	Organizational Responsiveness	Correlation Coefficient	1.000	.801**	.695**	.725**	.663**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	109	109	109	109	109
	Market situation awareness	Correlation Coefficient	.801**	1.000	.752**	.825**	.818**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	109	109	109	109	109
	Coping-with-change	Correlation Coefficient	.695**	.752**	1.000	.790**	.806**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	109	109	109	109	109
	Marketing adaptability	Correlation Coefficient	.725**	.825**	.790**	1.000	.767**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	109	109	109	109	109
	Resilient marketing ethos	Correlation Coefficient	.663**	.818**	.806**	.767**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	109	109	109	109	109

Source: SPSS Output of Data analysis on organizational responsiveness and marketing resilience (2020).

Table 2 presents the results of the test of linear correlations between organizational responsiveness and measures of marketing resilience. A summary of the results is as follows:

1) Organizational responsiveness has a very strong, positive and statistically significant correlation with situation awareness of domestic Airlines in Nigeria is with rho = 0.801 and Pv = 0.000. The null hypothesis is thus rejected.

2) There is a strong, positive and statistically significant relationship between organizational responsiveness and Nigeria's domestic Airlines' ability to cope with change, with rho = 0.695 and Pv = 0.000. The null hypothesis is rejected based on this evidence.
3) The relationship between organizational responsiveness and marketing adaptability of domestic Airlines in Nigeria is strong, positive and statistically significant with rho = 0.725 and Pv = 0.000. Thus, the null hypothesis is rejected.
4) Organizational responsiveness and resilient marketing ethos of domestic Airlines in Nigeria have strong, positive and statistically significant connection with rho = 0.663 and Pv = 0.000. The null hypothesis is rejected based on these facts.

The result from the test demonstrates that the relationship between organizational responsiveness and market situation awareness appears to be the highest as it reflects a very strong relationship. This is as the relationship between organizational responsiveness and coping with change is revealed to be strong, that of organizational responsiveness and market adaptability is also strong and finally the relationship between organizational responsiveness and resilient marketing ethos is strong. These results demonstrate that organizational responsiveness play substantial role in the actualization of marketing resilience of domestic Airlines in Nigeria.

Discussion of Findings

This study concentrated on examining the nexus between organizational responsiveness and marketing resilience of domestic Airlines in Nigeria. The results generated from the empirical analysis point to a strong, positive and statistically significant relationship between organizational responsiveness and marketing resilience. The findings suggest that timely and evident addressing of market dynamics by domestic Airlines in Nigeria contributes substantially towards resilient marketing outcomes like situation awareness, coping with change, marketing adaptability and resilient marketing ethos. The observed relationship between the variable supports the view of previous scholars (Jung, 2007; Fani & Fard, 2015; Grinstein, 2008) who highlight the importance to marketing effectiveness, brand visibility and business success. Day (2011) argue that marketing actions should be reflexive and at the same time tailored to integrate the uniqueness of each market. According to Lin and Wang (2017), the adaptation and design of marketing strategies should not only focus on objective of the firm, but should also integrate the properties and characteristics of the groups, elements and units that make up its market.

Day (2011) revealed responsiveness as a key driver of firms' effectiveness in adapting products to suit the needs and expectations of the market. From this perspective, each context has or is marked by underlying attributes and gaps that differentiate it from other contexts. Such factors shape the behaviour, preferences and choices of customers and although may share in some of the general features of other markets, nonetheless, Day (2011) argued that other features may be tailored to reflect the dominant values inclinations of the context. From this perspective, organizational responsiveness inclines marketing actions and behaviour to align strategies and programmes to customer preferences and choices as reflected in the values and other contextual features of the market. Day (2011) stated that such responsiveness also serves for effective service localization and improvement.

The current findings also align with the position that organizational responsiveness enhances the provision of superior customer value, strong differentiation and extendibility which enables the achievement of desired financial and market positions (Nwulu & Ateke, 2018); and that responsiveness betters and strongly relates to organizational performance (Agha *et al*., 2012). The findings further corroborate the stance that organizational responsiveness is imperative to survival and growth of firms in today's competitive environment (Luo, 2012); because it facilitates the maximization of marketing initiatives and proactive pursuit of new opportunities (Birkinshaw, 1996). Wei and Wang's (2011) report that organizational responsiveness enhance superior performance; Luo's (2012) position that responsiveness stimulates business success; and Randall *et al*. (2003) position that organizational responsiveness inform rapid adaptation in the face of ambiguity and uncertainty are supported by the findings of this study.

Conclusion and Recommendations

Domestic Airlines in Nigerian have a challenge to address market shakeups; and extenuate the effects of competitiveness deficiencies, dis-functionalities and pervasive change in the industry. This however, will require not only being alert to changing market conditions, but also, to be smart in appropriating responses to observed changes in market conditions. This study focused on assessing the link between organizational responsiveness and marketing resilience. The results from the empirical analyses demonstrate that a strong, positive and statistically significant correlation exists between the variables. This implies that organizational responsiveness contributes significantly towards enhanced marketing resilience of domestic Airlines in Nigeria. This observation presents organizational responsiveness as an essential determinant of competitiveness and ability of domestic Airlines in Nigeria to sustain their relevance through increased levels of situation awareness, ability to cope with change, marketing adaptability and resilient marketing ethos.

In view of the findings of the study and the discussions that followed, the study concludes that organizational responsiveness leads to marketing resilience through heightened situation awareness, ability to cope-with-change, marketing adaptability and resilient marketing ethos. This is facilitated through adaptation, change forecasting and market opportunities exploitation that inform domestic Airlines' behaviours and actions. The study therefore recommends that domestic Airlines in Nigeria that desire to maintain or enhance their resilient capacity should institutionalize structures and practices that advance or drive their responsiveness. This may take the form of proactive market-sensing effort that facilitate timely gathering and sharing of market(ing) intelligence to direct appropriate organizational response.

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Viral Marketing and Brand Performance of Pharmaceutical Companies in South-South, Nigeria: The Moderating Role of Technology

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Abstract: *This study examined viral marketing and brand performance of pharmaceutical companies in South-South, Nigeria. Data for the study was collected through questionnaire from the sixty (60) respondents, however, fifty four (54) of the distributed copies of questionnaire were valid and used for the analysis. The hypothesis was tested Partial Correlation coefficient. The finding revealed that, there is a significant relationship between viral marketing and brand performance and technological factor significantly influence the relationship viral marketing and brand performance. Based on that, the study recommends that; Companies should include Viral Marketing Techniques in their marketing plan so as to make improvements in their brand performance. Before making a campaign go viral, companies should ensure contents are well structured so as to avoid sending the wrong signals. This is vital because the viral nature of the internet today might make keeping the circulation of a campaign within the targeted audience difficult.*

Keywords: *Viral Marketing Technique, Brand Performance*

INTRODUCTION

The last years witnessed regular marketing mechanisms and communication deemed less effective (Oosterwijk & Loeffen 2015). Firms questioned the effectiveness of these strategies as they seem not to be satisfied with their marketing results when compared against the expenses made. With less people paying attention and trusting on traditional advertising, marketers are now on the go for more innovative ways to reach their customers. Developments of communication and information technologies has helped in encouraging the upsurge of recent communication routes that have further improved available ways for businesses in strengthening associations with customers. Technological advancement brought about other forms of marketing, especially mass marketing. First of all, radios were used to reach thousands of listeners, and then the television that served a larger audience. Today, the internet has taken over as the new generation marketing methods (Wilson, 2012). The internet is used in building the reputation of brands all over the world today. " Its emergence, proliferation, and ubiquity has not only transformed businesses, but also altered the association between businesses and customers" (Singha, et al, 2008). I.e. the way in which companies communicate their brands to customers in the past is not the same with what is obtainable today. Technological advancement has helped in moving company and consumer associations to a level of interaction where technology helps build a brand by the creation and sustenance of long-term associations with the customers. De Bruyn and Lilien (2008) added that " with the growth and evolution of the internet, electronic peer-to-peer referrals have become an important phenomenon, and marketers have tried to exploit their potential through viral marketing campaigns". Many Nigerians for instance, now depend on the internet for their news, booking of travel reservations, among others. For online entertainment, news and information, consumers tend to trust and rely on recommendations from relatives and close associates. more than a billion consumers who are connected and sharing messages by just clicking on their laptop or mobile According to Olanye and Onobrakpeya (2017), the recent trend toward viral marketing technique has been triggered by the upsurge of trending social network platforms like Facebook, that have recorded devices. Also, the increasing development of mobile technology has given access to social networking sites everywhere by devices that are handheld. This makes it possible for marketers to make use of viral marketing strategies in achieving massive results for minimal cost and a short period of time. This has radically improved the manner information is developed and sent out to end customers.

Because of the positives attached to viral marketing, companies such as Unilever, MTN, Fidson Healthcare, Coca Cola, etc. have come to embrace and make viral marketing one of their major tools. Bampo et al (2008), explained that" those companies value viral marketing technique as a strategy to gain from, and the added trust sources they get and at the same time remaining largely in charge of the message content''. One example of a remarkable viral campaign was the Arthemed End Malaria For Good campaign. In 2019, the Fidson Pharmaceutical Company ran a social media campaign that sensitized the public on the dangers of malaria and its preventive measures. In trying to keep it exciting so as to drive home their message, the company created a participatory contest. Participating required an individual to make a video that is not more than 30-seconds with the words "END MALARIA FOR GOOD" in his native language. This video will be uploaded on his social media page using the hashtags #Arthemed #End Malaria For Good. The person is further asked to ensure he follows their social media pages (Facebook/Twitter/Instagram). The last thing the individual is compelled to do is to tag them and at least five of the participant's friends. At the end of the day, the top 15 most liked videos wins #5,000 shopping voucher. This got the campaign exposed to many people. Here, viral marketing strategy played a major role as consumer-to-consumer (or peer-to-peer) communications were recorded as against to marketer-to-consumer communications to share information concerning a brand.

Yasin and Ozen (2016) explained that despite the increasing level of health-related information available on the internet, it still appears that many health care consumers need assistance in understanding product information as consumers are seen to be confused and sometimes afraid when presented with drugs that are unpopular and yet to be experienced. Delorme (2017) claimed that though TV, radio, newspaper, product leaflets, and in store adverts help consumers in gaining product information, it has limited impact on pharmaceutical brand choices and level of exposure. That notwithstanding, studies (Lawrence, 2014; Olanye & Onobrakpeya, 2017) have shown how powerful viral marketing strategy is in improving brand performance if properly applied. This however, has not ruled out the evidence of poorly performed pharmaceutical companies despite having some of these firms engaging the strategy. This could be a failure that is hinged on treading on the wrong part in creating and disseminating viral campaigns into online networks. The prevalent low performance may also not be unconnected with firm's inability to inculcate viral marketing strategy in their marketing plan. These assumptions are based on the conviction that viral marketing help firms stand out even in fierce competition as it is effective in creating awareness, building interest and triggering the adoption of products as pointed out by Granata & Scoozzeze (2017). Viral marketing help customers get information about a brand even from his own family and close associates. This builds trust and subsequently adoption of products. Based on the foregoing, the study sought to find out the moderating influence of technology on the association between viral marketing techniques and brand performance of pharmaceutical companies in South-South, Nigeria.

Theoretical Foundation

Viral Loop Marketing Theory

This theory was developed by Adam Penenberg in 2008, it describes the way cultural products or networks are led to popularity. According to Lane (2017), viral loop marketing theory is a theory that explains how users of a product are its primary marketers. It reveals how a brand's loyal customers spread its messages via continued usage of the brand and incite close associates to also use it. Viral loops are included in companies marketing strategies when their desire is to get their marketing messages to consumers with minimal cost. In most cases, viral loops are considered by small to medium sized businesses because of their significantly smaller budgets compared to bigger businesses (Hassan, 2017). This will help them minimize the amount they spend on advertising, and focus on offering outstanding products instead. Outstanding brands should be the focus because the better the quality of the experience of the users, the quicker and larger the loop spreads. The benefits associated with using viral loops are mainly gotten out of its low cost – high spread factor, which exposes a large audience to a company's marketing message. With this, using viral expansion loops are seen to be convenient ways of handling the struggles marketers go through when picking out the elements of content they expect to go viral. The most vital part of the Viral Loop marketing theory is the creation of viral expansion loops. These loops are in three categories; User Actions, Notifications and Conversion, they are dependent on their users disseminating these marketing message to their own network.

The first category hangs on the action a customer takes in buying marketed product. going further, notifications are then sent to other possible customers which can either be synthetic (the company's automated posts), or organic (customers making a post about a brand, or tagging their friends in a post about the brand). After notifications, most potential customers get to try out the product and become converted. If enough conversions are not generated, there is usually a halt in the spread of the marketing message. Penenberg (2016) opined that viral loop theory as an "engineering alchemy that, done right, almost guarantees a self-replicating, borglike growth". He argued that viral expansion loops capture offline platforms too since it has been in existence before the internet was discovered. He explained that if an individual should host a Tupperware party for instance, some the attendees will likely be converted into sales people in the future which will bring on a viral expansion loop in an offline environment. The most desired goal of the viral expansion loop is the development of strong user engagement that will at the end convert users into salespeople (Penenberg, 2016; & Lane, 2017). Companies can adopt this theory to make their messages go viral.

Conceptual Review

The Concept of Viral Marketing Technique

Viral marketing technique describes "a strategy where consumers share and disseminate relevant marketing information that is intentionally sent by advertisers in order to promote oral ethics'' (Van der Lans, et al. 2010). The term was probably coined by Jurvetson and Draper (1997), the founders of Hotmail. It is used to describe Hotmail's email practice for placing ads on outgoing user mail. They think that if such ads reach out to vulnerable users, they will become infected and sign up for an account and then infect other potential users, they will become infected and sign up for an account and then move on to infect other susceptible users. Hotmail's founders saw viral marketing to be "the vital catalyst for Hotmail's torrid growth". The style of rapid implementation through various networks was what triggered the usage of the term and not because of the involvement of any traditional virus. According to them, "viral marketing technique can be defined "as making e-mail into a form of advocacy or word-of-mouth referral endorsement from one client to other similar type of prospective clients". This strategy tackles the strongest of all consumer triggers, which is personal recommendation.

Viral marketing has been compared by some analysts with the living biological virus because of its contagious nature. It can be described as similar to a "digitalized sneeze", and as "millions of tiny particles that can infect others who come into contact with them". Just like viruses, the strategy uses intense multiplication to pass on the campaign to a large number of individuals that could run into millions. This can be likened to a case where customers who are exposed to the virus (campaign) can easily pass it on to others who they come in contact with. According to Dobele et al, (2005) viral marketing technique can be liken to a virus that extends a company's information and its product message, to its customers, is that they spread the word to other similar opportunities and eventually create a great network very quickly. In a similar vein, Palka et al. (2009) explain that the term viral marketing "describes a kind of marketing practice that affect customers with an advertising message which they should pass from one customer to the next like a rampant flu virus". A variety of terminologies have been used to explain what viral marketing is. 'Word-of-Mouse' and 'Internet Word-of-Mouth' can also be used to describe viral marketing. 'Captured Marketing' (Kaikati & Kaikati, 2004), 'Marketing Buzz' (Thomas, 2004), and 'Referral Marketing' (DeBruyn & Lilien, 2004) have also been used to describe it.

De Pelsmacker, et al. (2010) opined that Viral marketing Technique is a collection of methods used to encourage product users, participants or to support consumers within the category to create their favorite product. By using emails, SMS, social networks and other communication tools on websites, they can spread the word about the product. It is "any marketing strategy that induces websites or users to pass on a marketing message to other sites or users, creating a potentially exponential growth in the message's visibility and effect" (Leskovec, et al., 2007).

To Kaplan and Haenlein (2011), Viral Marketing Technique entails an electronic based word-of–mouth where a firm's or brands marketing message(s) is transmitted in a rampantly growing way. This is mainly done using of social media applications. The nature of the internet is in supports of the fast and growing rate in the exposure of the message and the influence it has in an easy going way. Because of how fast the internet tends to spread messages, marketers deem it fit to spread only messages about brands that are of value. If this is not considered, other viral campaigns from done by the company might be disregarded. According to Daniels (2001), The sharing of messages through the internet is possible given the improvements of information and communication technologies, and this has brought the need to properly structure viral messages in a unique way that will attract a specific target audience, and also interesting and important enough for people to share it.

Buzz marketing includes ads or messages that cause controversy that lead to gossip or chat topic. For example: a character who leaks controversial or confidential information just before a new movie is released. Gossip is spreading like wildfire; surprisingly fast from one person to another and often to another part of the world, too. Develop a strategy that can provoke a controversy, and spread it from one end of the world to the other. Hidden marketing includes a viral message that immediately appears to be a cool or unfamiliar page, activity or clip, without the annoyance of linking it or passing it on to others. This is an indication that something is being advertised. That's the way the message is conveyed - innocently to other people in a quiet way. The Managed Database is a systematic process of viral marketing that involves users inviting others to join their communities. In this way, users create and manage their own contact list using a database provided by an online service provider. By doing this, they create a viral network, which spreads itself with naturally growing contacts and encourages others to subscribe, too.

Concept of Brand Performance

The concept "brand" is often seen to have a distinct identification. On one part it is seen as a name, a trademark, a symbol, a logo, or an identity, and at the other part, brand includes both tangible and intangible attributes of an organization (Prasad & Dev, 2000). According to Franzen and Bouwman (2001), "via branding, a product's functional and sentimental values are effectively encoded in customers' perceptions". While some brands meet or exceed their functional expectations, for one reason or the other, negative sentiments might becloud the customers' sense of judgment regarding the functional capabilities of a brand.

Going by studies that have been carried out in the field of marketing, it is seen that "performance is often used as a dependent variable in most marketing literature" (Tran Quan Ha Minh, 2006). The brand performance can be seen as a factor that is in line with the evaluation of the success of a brand, this can assist brands achieve their goals in the market place. The performance of a brand points out how successful a brand is in the marketplace and seeks to evaluate the strategic successes of a brand (Kapferer, 1997). It was stressed that brand performance describes how well the product or service meets customers' more functional needs. In other words, the performance of a brand is seen in terms of meeting the primary or basic need of the customers. In reality, brands may be on top notch in terms of functionality in the marketplace, and still be lagging behind when returns are expected. These returns can be in the form of customer satisfaction, brand preference, sales volume, return on investment (ROI), profitability etc.

According to Chaudhuri, and Moris (2001), brand performance is the result of desirability and profitability in a brand. For a brand to be termed successful, customers need to long for or desire to possess a brand in a manner that enables the brand to generate revenue in excess of its expenses. Brand performance shows the strength of a brand in the market and is also defined as the relative measurement of the success of a brand in the marketplace (O'Cass & Weerawardena, 2010). It is mirrored in its attainment of a firm's strategy and goals. This can be done through its market share, sales growth or profitability. With this a brand is termed weak when it doesn't achieve its set objective and strong when objectives are met. It is known that no two firms can have the same brand goals and objectives in a particular period of time, and objectives of a firm can also change from time to time. It can be brand awareness at one point, and top of mind or brand loyalty at another time. For example, 'Brand A' might be gaining awareness while 'Brand B' will be recording massive number of loyal customers. The details here doesn't make 'Brand A' a failure if the objective is to gain awareness at that period of time.

Luu (2017) revealed that "Brand performance is reflected in its attainment of organizational strategy and goals as it can be measured through its sales growth, profitability, and market share". This shows that brand performance involves how a brand succeeds in the marketplace financially and non-financially. On their part, Styles and Ambler (1997) looked at the performance of a brand as comprising functional, psychological and economic benefits for customers. They stressed that economic metrics alone shows inadequacy for the construct "brand performance". In other words, brand performance shows how a brand financially and non-financially succeeds in the marketplace. Overwhelmed with myriads of choices, customers tend to fall back on brands that give them extra satisfaction.

Adding to the measures of brand performance established by academics, commercial research organizations have also come up with brand performance models on the basis of financial performance measures like return on investment and revenue employed by Forbes (Badenhausen, 2017). When comparing brands with competitors, some researchers emphasized on the efficacy of consumer-based measures because of its accuracy in getting consumers opinions about when compared against financial data of that brand. An example of this can be seen when Johansson et al (2012) exposed how consumer-based brand equity outperform financially-based brand performance measures in determining the performance of GBs in the financial crisis of 2008. According to Rust et al (2004), as far as marketing productivity is concerned, financial metrics have proven to be inadequate. This birthed and increased the use of non-financial metrics. It was further seen that academic studies (e.g. De Chernatony et al 2004, Dawes 2009; Çifci, et al 2016; Dawes 2009) and commercial research organizations (e.g. EquiTrend, Brand Asset Valuator, the Global Brand Simplicity Index and the Future Brand,) advocate consumer-based brand performance measures.

Viral Marketing and Brand Performance

Studies have shown the association between viral marketing and brand performance.

Olannye and Onobrakpeya (2017) in their study on "evaluating the effect of viral marketing on customer brand equity" found a positive association between viral marketing and brand performance. The study was carried out in Nigeria with empirical evidence from eleven (11) nonalcoholic beverage firms in Lagos State, Nigeria. They adopted social networks, electronic word-of-mouth and online trust as the dimensions of viral marketing. The study adopted the same research design (correlational research design) and main instrument (questionnaires) with this study. The authors asserted that through the use of viral marketing, more customers can be reached geographical and by reaching out to more customers, businesses can improve their marketing strategies and create brand equity. They also noted that in viral marketing, the type of associations among customers have psychological effect higher than the nature of the association themselves. With their findings, the authors recommended a broad incorporation of viral marketing in all levels of existing marketing literature alongside the adoption of this strategy by business organizations.

Mehran, et al., (2013) in Tehran Iran, also carried out a study on "investigation of viral marketing effect on customer based brand equity in mobile market". The study was a descriptive of correlation based on structural equations and questionnaires were employed to gather data analysis was done through structural methods and Lisrel software (version 8.53). Nokia, Sony Ericson, Samsung brands known to be widely used were chosen for the study. From the study they gather that volume, attraction and visual cues of messages that appear as a result of viral marketing is effective on brand awareness and brand loyalty. They also showed that viral marketing is accompanied by low cost with a high impact on a viable investment. With this, they stated that in addition to other marketing components a special attention should be on this because it is the most important factor influencing brand equity.

According to De Bruyn and Lilien (2008), the main drivers in viral marketing are the potency of the free-willed electronic referrals to create awareness, stimulate interest, and generate the adoption of product and sales. Zarella (2010) specifies the goals of online viral marketing as "customer attraction, increasing the level of loyalty, and achieving a higher level of brand awareness and recall at the Point Of Purchase". Waldow and Falls (2012) also noted that the difference between viral marketing and advertising is that it promotes brand salience in an indirect manner. According to Hassan (2018), viral marketing keeps brand information fresh in the memory of customers more than other promotional tools. This triggers brand salience as it is reflected in how many, how relevant, and how fresh, is the network of brand information is in the customer's memory.

The positive association between viral marketing and brand performance was also displayed in a study on "the impact of viral marketing on corporate brand reputation", carried out by Lawrence and Lekhanya in 2014. The study was carried out in South Africa, using a stratified sampling method to select 75 companies from four provinces. With the assistance of an interviewer, questionnaires were completed. What triggered their study was the difficulty perceived in managing news flow and reputation as well as the challenges posed by social media, the internet and the urgency to respond quickly. The study employed both quantitative and qualitative techniques to collect data. Their findings showed that viral marketing helps in building strong associations with target customers and also increasing associations' with target customers and also increases brand reputation. They went further to explain how viral marketing helps in promoting businesses through its cost benefits and its ability to strengthen brands. According to the researchers, viral marketing "has the potential of increasing company brand awareness, popularity, image, trust, and ensuring long-term company and customer associations"

In 2017, Hairiani, Noraishati, and Intan on their part also found a positive and significant association between viral marketing and brand performance when they carried out a study on "the impact of viral marketing via social media in Malaysia". Fifty (50) respondents from specific locations in Selengor and Kuala Lumpur, Malaysia were picked with the use of simple random sampling. Questionnaires were distributed via the internet and face to face. According to the authors, viral marketing plays an important role in promoting the products of a company as customers point out the advantages viral marketing provide for them in the market. They concluded that viral marketing is one of the vital tools of promotion that organizations should properly consider so as to enhance the sale of their brands in the market. Implementation of viral marketing strategy they say can help a company reduce cost of other promotional methods.

Eda (2013) used one viral video to measure "the effect of viral marketing on consumption behavior" and gathered that, viral marketing has a power that creates online word of mouth activities which in turn affects consumption behaviour and subsequently brand success. This was found in his study on 'the effect of viral marketing on Y generations purchasing behaviour in Turkey. The study investigated emotional and rational components in viral campaigns so as to ascertain the effect they have on attitude towards brand and sharing motivation gotten from the content. According to Radoslave and Piotr (2016), consumers who have emotional connections with brands are willing to share information about brands with close associates. This increases virility and subsequently new patronages. In their study ‘on impact of viral marketing on consumer attitudes towards brands’, the duo showed that once a viral marketing campaign shows elements of surprise, portrays the trustworthiness and credibility of the organizations, adverts are targeted towards specific demographics, and supports strong association with other firms in the marketplace, then explosive brand success is inevitable.

In 2018, Ayed Al Muala embarked on a study on “the influence of viral marketing dimensions on customer satisfaction” in fast food restaurants in Jordan. Promotion, brand awareness, trusts and brand association were used as the dimensions in the study. After distributing 159 questionnaires in several fast food restaurants in Jordan, especially in Zarqa city and eliciting data from the participants, the SPSS was used for analyses and reliability analysis, descriptive statistics as well as regression analyses were performed. The study found a significant association between viral marketing and customer satisfaction, and customer satisfaction goes a long way in influencing the performance of a brand. According to the researcher, “viral marketing can influence the feeling of customers toward the value and personality of the brand”. According to Ati Mustikasari, Sri Widaningsih (2018), viral marketing is capable of producing or influencing brand awareness and subsequently, purchase decision on brands. This was gathered in their study on the influence of viral marketing toward brand awareness and purchase decision, carried out in Bandung, Indonesia.

In Sweden, Low Jiun and Goh Yng (2019) found out that viral marketing technique helps in raising consumer awareness and not viewed as spam messages by consumers as they are more receptive to it. This was seen in their study on “viral marketing communication: the internet word-of-mouth: a study on consumer perception and consumer response”. The degree of perception consumers have on viral marketing was also revealed by Chaarlas and Rajkumar in 2014, when they studied “perception on viral marketing among consumers”. They found that the degree of perception individuals and consumers have is moderate and fair.

Radoslar and Piotr (2016) concluded that viral marketing technique helps companies in establishing emotional relationships with consumers that are connected emotionally with brands, and ready to share their emotions and attitudes towards brands with their close associates. They explained that it is a very powerful tool for marketers to strongly attach their consumers to the brand idea, and consumers’ willingness to disseminate that positive idea to other people. This was established in their study on the “impact of viral marketing on consumer’s attitudes towards brands” carried out in Kuwait.

One of the positives associated with viral marketing is its ability to increase brand knowledge. A study carried out by Darel (2017) on the impact of viral marketing through Instagram, targeted the effectiveness of viral marketing on consumer brand knowledge of fashion designer clothing line Maatin Shakir. According to him, “understanding the impact of viral marketing on consumer brand knowledge will help derive the most effective management approaches for the company". The researcher distributed one hundred (100) questionnaires to active users of social media applications. From the findings, he concluded that the company's viral marketing activities through social media really have an impact on its consumer brand knowledge. Kusumadjaja, (2014) opined that most marketers now pay attention to viral marketing to promote their brands and dive into reputation management as the area is rapidly becoming highly regarded.

One of the largest advantages of viral marketing is that, compared to advertising made through traditional media such as television or print ads, it is very inexpensive. There is no need to pay large sums of money in order to get airtime, no need to pay for printing or even for distribution. It is the design of viral marketing that makes this possible and it is therefore more effective than traditional forms of advertising media. Studies have shown that the generation most active on social media is millennial and this generation is also the one with the lowest trust for traditional advertising (Arnold, 2018). Millennials are shown to be more affected by influencer advertising than advertising made independently by companies. The reason behind this is both that they have more trust for their favorite internet personalities than companies and that they are more inclined to watch ads that will help support content creators (Arnold, 2018).

The Moderating Role of Technology on the Association between Viral Marketing and Brand Performance

Early marketing thoughts concentrated on offering products in the market where consumers had no choice but to purchase what was available. The deployment of economies made companies to become more market and customer positioned. In recent years, technological changes have also reflected in the products in the market. To keep up with their competitiveness, companies need to adapt these changes because of the varieties of substitutes in the market. There is now a greater regard for communication in the internet market, and companies now see social media such as YouTube, Facebook, and blogs as one of the most important ways to be heard (Lusch, 2007).

The internet can be used to send messages to a large number of people, this makes the visibility of the message grow quickly since millions of people use the internet. These communities are used by these people to interact with their close associates and new contacts are also created. Big brands and small ones now launch viral videos via YouTube, post new product information on their Myspace pages, court the blog sphere and send forth armies of evangelists to spread the gospel by word of mouth in order to make people aware of their products and hopefully create a need at the customers for just their products". According to Fergusson (2008), adapting these new media strategies is cost saving, especially in recessions, and also gives companies avenues to increase brand awareness and access the marketing strategy that has been termed the most influential of them all which is viral marketing.

Larson (2009) in her work on "the rise of viral marketing through the new media of social media" also explained that the balance of communication power has without a doubt shifted. Customers now connect with and draw power from each other via empowerment by online social technologies. Barnes et al (2008) in their work on "exploring the link between customer care and brand reputation in the age of social media research study", 320 respondents were surveyed. They found out that more than 70% of respondents engage in pre-purchase search online. The study also showed that purchase decisions are many times strongly influenced by search engine results, forums for discussions online rating systems, and blogs. In the study, a high number of con

sumers surveyed agreed that their selection of a brand is hinged on reviews of customers gotten from online information gathered and the sharing of knowledge. Sometimes customer's testimonies on the effectiveness of certain brands are recorded and sent out via the internet, this gives it an opportunity to go viral and also attract others to try out the brand. The authors also found out that 81% of their respondents were of the opinion that sharing experiences via social media formats helps foster change in how organizations interact with their customers.

In view of the literature, the study proposed that;

Ho1: Technological factor does not significantly moderate the association between viral marketing technique and brand performance

METHODOLOGY

This study adopted a correlational research design. It was seen as the best available method to the social researchers, since individuals usually constitute the unit of analysis (According to Anyanwu (2000)? The population of this study comprised all pharmaceutical companies, specifically the four (4) quoted pharmaceutical companies in the South-South Region of Nigeria as reported by Nigerian Stock Exchange in 2019. They are Glaxosmithkline Plc, Fidson Plc, Nigeria- German Chemicals Plc, and Ekocorp Plc. However, the staffs in these companies were chosen as the target population. With a breakdown via the use of purposive sampling technique, the sample size was put at sixty (60). Questionnaires were used as the major instrument haven been tested valid and reliable. Finally, the statistical tool for analysis was chosen. To analyse the data, the Spearman Rank Order correlation coefficient with the aid of the Statistical Package for Social Science (SPSS Version 22.0) was used to test the hypotheses of the study.

HYPOTHESES TESTING AND RESULT

The data collected for the study were analyzed and the hypotheses were tested using Partial Correlation Coefficients with the use of the Statistical Package for Social Science (SPSS Version 22.0) was employed to test the hypotheses of the study.

Decision Rule

The test for moderation is based on 95% confidence level with 0.05 level of significance. Whether the moderating effect will be accepted or rejected depends on the P value relative to the coefficient for control of effect. with this,, where control coefficient is significant at P <0.05 the null hypothesis will be rejected and where control coefficient is insignificant at P< 0.05, the null hypothesis will be accepted.

Ho1: Technological factor does not significantly moderate the association between viral marketing technique and brand performance.

Table 4.25: partial correlation analysis showing the moderating effect of technological factor on the association between Viral Marketing Technique and Brand Performance.

Correlations

Control Variables			Viral Marketing Techniques	Brand Performance	Technological factor
-none-[a]	Viral Marketing Techniques	Correlation	1.000	.857	.241
		Significance (2-tailed)	.	.000	.005
		Df	0	54	54
	Brand Performance	Correlation	. 857	1.000	.291
		Significance (2-tailed)	.000	.	.000
		Df	54	0	54
	Technological Factor	Correlation	.241	.291	1.000
		Significance (2-tailed)	.000	.000	.
		Df	54	54	0
Technological factor	Viral Marketing Techniques	Correlation	1.000	.647	
		Significance (2-tailed)	.	.000	
		Df	0	53	
	Brand Performance	Correlation	.847	1.000	
		Significance (2-tailed)	.000	.	
		Df	53	0	

Source: (SPSS Output of Data Analysis on Viral Marketing Technique and Brand Performance, 2020)

Table 4.25 above shows that the control coefficient is .847. This value shows a very strong moderating effect of technological factors on the association between viral marketing technique and brand performance. Probability / significant value (PV) is 0.000 < 0.05 level of significance, consequently, the researcher rejects the null hypothesis and come up with a conclusion that technological factors moderate the association between viral marketing and brand performance

Discussion of Findings

This study earlier hypothesized that; technological factor does not significantly moderate the association between viral marketing technique and brand performance. However, the tested hypothesis revealed that, technological factors moderate the association between viral marketing and brand performance. As shown in Table 1, control coefficient is .847 signifying a very strong moderating effect of technological factors on the association between viral marketing technique and brand performance. This result cohere with Larson (2009) in her work on "the rise of viral marketing through the new media of social media," explained that the balance of communication power has without a doubt shifted. Customers now connect with and draw power from each other via empowerment by online social technologies. Barnes et al (2008) in their work on "exploring the link between customer care and brand reputation in the age of social media research study", 320 respondents were surveyed. They found out that more than 70% of respondents engage in pre-purchase search online. The study also showed that purchase decisions are many times strongly influenced by search engine results, forums for discussions online rating systems, and blogs. In the study, a high number of consumers surveyed agreed that their selection of a brand is hinged on reviews of customers gotten from online information gathered and the sharing of knowledge. Sometimes customer's testimonies on the effectiveness of certain brands are recorded and sent out via the internet, this gives it an opportunity to go viral and also attract others to try out the brand. The authors also found out that 81% of their respondents were of the opinion that sharing experiences via social media formats helps foster change in how organizations interact with their customers.

Conclusion and Recommendations

Based on the finding, the study concludes there is a significant relationship between viral marketing and brand performance and technological factor significantly influence the relationship viral marketing and brand performance. Based on that, the study recommends that; Companies should include viral marketing in their marketing plan so as to make improvements in their brand performance. Before making a campaign go viral, companies should ensure contents are well structured so as to avoid sending the wrong signals. This is vital because the viral nature of the internet today might make keeping the circulation of a campaign within the targeted audience difficult.

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Strategy Orientation and Performance of Family-Owned Firms in Rivers State

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Abstract: *This study examines the relationship between strategy orientation and performance of ten (10) family-owned FMCG and Manufacturing firms in Rivers State, Nigeria. The cross-sectional survey was used and the researcher applied the descriptive statistics for demographic data, Spearman's Rank Order Correlation Coefficient and Regression analysis for data analyses. The findings indicate that strategy orientation significantly relates with performance of family-owned firms while organizational culture significantly moderates the relationship between strategy orientation and performance of family-owned firms in Rivers State. The research thus advises that in a competitive market, family businesses must assess their performance and pick a strategic direction that will provide them a competitive advantage. This will assist them boost their market profitability and growth rate.*

Keywords: *Strategy Orientation, Performance, Family-Owned firms*

INTRODUCTION

Family-owned and/or family-controlled firms consist of the largest proportion of businesses throughout the world (Bjuggren, Johansson & Sjogren, 2011; La Porta, Lopez-De-Silanes & Shleifer, 1999; Shanker & Astrachan, 1996), and dominate the small- to medium-sized business landscape (Howorth, Rose & Hamilton, 2010; Patel, Pieper & Hair, 2012). Accordingly, the family is an important dimension, critical not only for entrepreneurial activities (Aldrich & Cliff, 2003), firm survival (Stafford, Bhargava & Danes, 2010) and firm competitiveness (Cassia, De Massis & Pizzurno, 2012), but also for regional and local development (Berghoff, 2006; Piore & Sabel, 1984).
Family businesses contribute significantly to global and national economies, and range in size from the smallest to the largest, and from the youngest to the oldest, in both developed and developing economies (Chahal & Sharma, 2020; Eddleston, Jaskiewicz, & Wright, 2020). They are the most common business structures, accounting for 60 percent to 98 percent of all commercial organizations worldwide (Miller & Breton-Miller, 2005). According to Tharawat Magazine (2016), family-owned enterprises account for 70% of global GDP. They pilot innovation and are essential community contributors in the places where they operate and beyond, in addition to creating a considerable number of employment each year. The majority of emerging country multinationals (ECM) are family-owned businesses, such as Tata and

Reliance in India and CP Group in Thailand. Academics, practitioners, and politicians have all been pulled to these businesses by their allure (Eichenberger, 2011; Peterson-Withorn, 2015), in order to better understand what elements impact strategic management and the unique issues that family businesses face. Although the term "strategic management" was coined in the book "Keeping the Family Business Healthy" (Ward, 2011), there have been few long-term research in this sector, with just about 30 peer-reviewed articles published each year. However, since 2000, there has been some improvement, with 565 articles each year and 800 by 2010. (Sharma, Salvato, & Reay, 2014).

In recent rapidly globalizing world, organizations use different techniques to achieve competitive advantage. In unstable and complicated marketplaces, achieving strategic competitiveness is tough. These issues are exacerbated when businesses do not have a comprehensive knowledge of the factors that influence their success. The goal of the strategic management process is to produce performance outcomes that allow businesses, including family-owned businesses, to remain competitive over time (Habbershon, Williams & MacMillian, 2003). According to the World Business Competitiveness Report, family firms account for half of all job opportunities in the United States (Lee & Li, 2009). In Germany, they contribute 66 percent of GDP and accounts for 75 percent of total national employment. In the United Kingdom, employees in family businesses account for half of the total employment. In Southeast Asian nations, family enterprises contribute significantly to the GDP with Korea for example reaching 48.2 percent, Taiwan 61 percent, Malaysia 67.2 percent and Nigeria over 60 percent of the country’s economy.

Scholars from a variety of disciplines, including marketing, entrepreneurship, and management, have been drawn to the topic of strategic orientation in a business. They are viewed as guiding principles that control and influence the actions of a business organization in order to improve its performance and ensure its viability in the marketplace (Noble, Sinha & Kumar, 2002; Hakala, 2011). The notion of Strategic Orientation of Business Enterprises (STROBE), which has its roots in strategy research, has been examined as a multidimensional construct attempting to advance in the operationalization of measurements that test theoretical linkages proposed by researchers (Venkatraman, 1989; Morgan & Strong, 2003).

In family enterprises, finding a good fit between organizational climate, values, and family goals is critical to addressing the paradox of family firm innovation, unlocking the firm's innovative potential, and allowing it to acquire a competitive edge (De Massis, Di Minin & Frattini, 2015). According to Flynn and Chatman (2001), a strong consensus around family values that emphasize divergent thinking would lead to higher levels of innovation processes. And, despite the fact that a strong culture will always encourage creativity and innovation (Flynn & Chatman, 2001). In fact, according to Gibson and Birkinshaw (2004), family businesses are often characterized by a risk-averse organizational climate that pervades their product innovation decisions, whereas nonfamily businesses are primarily risk takers. Family businesses are also more likely to use an unstructured and flexible approach to govern innovation processes, whereas nonfamily businesses use highly formalized and structured methods.

Due to the presence of family members in the business, family businesses have distinct characteristics in a number of areas, including ownership structures, governance, decision-making, succession planning, roles and responsibilities, and so on, all of which influence strategic processes and, ultimately, performance. Despite advancements in family business scholarship, one major flaw in research on the subject is a lack of clarity on what family business is and what it means (Chittoor & Das, 2007).

STATEMENT OF THE PROBLEM

Ayobami, Odey, Olanireti and Babarinde (2018) listed the following as factors inhibiting family businesses in Nigeria, they are: lack of infrastructural facilities, poor financial management, funding, competition. Internal and external problems, according to Adedeji (1981), obstruct family business. Family enterprises, on the other hand, have a high failure rate, particularly in Nigeria. According to statistics, 95% of family-owned businesses in Nigeria do not make it to the third generation. Governments, policymakers, family company owners, and future entrepreneurs should all be concerned about this. Apart from the well-known challenges that contribute to business failures in Nigeria, such as deteriorating infrastructure, inconsistent government policies, and double taxation, among others, the lack of a succession plan is a serious issue that threatens the survival and continuity of these family businesses (Olubiyi, 2021).

NuelOkoli, Nwosu and Okechukwu (2021) x-rayed entrepreneurial orientation and performance of selected SMEs in Southeast, Nigeria; Okoli, Ezeanolue and Edokobi (2019) assessed strategic planning and enterprise succession in selected family owned-businesses in Anambra State, Nigeria; Ayobami, A. O., Olanireti, James, Odey and Kayode (2019) assessed improving the performance of family-owned small and medium scale enterprise: the role of disruptive innovation; Romero, Solis and Monroy (2014) investigated strategic orientations and their relationship with performance: A case of a Mexican Family firm; Lee and Marshall (2013) examined goal orientation and performance of Family Businesses; Altindag, Zehir and Acar (2011) evaluated strategic orientations and their effects on firm performance in Turkish family owned firms. Many scholars have researched the relationship between market orientation and performance with the purpose of contradicting or fortifying the paradigm in marketing research about the superior contribution of market orientation to performance (Grinstein, 2008). However, empirical investigations on the relationship between strategy orientation and performance have shown inconsistent results. Several studies have attempted to analyze how different strategic orientations are related to market orientation and how these ties affect company performance (Noble et al., 2002; Grinstein, 2008). Only a few research has used multiple strategic orientations (Grinstein, 2008; Hakala, 2011). This research intends to study empirically the relationship between strategy orientation and performance of family-owned firms in Rivers State.

Contingency Theory

According to contingency theory, HRM must be compatible with other components of the organization and/or the external environment in order to be effective. Unlike the universalistic view, which assumes that HRM has a direct impact on organizational performance, contingency theory assumes interactions rather than simple linear relationships. A one-size-fits-all strategy, according to contingency theory, is ineffective since the effectiveness of HR practices is reliant on the situation in which they are used. In HRM, contingency decisions have traditionally been based on external and internal fit. External fit, also known as vertical alignment, requires that an organization's HRM practices meet the organization's strategy or the environment in which it operates (Harney, 2016).

Contingency theory asserts that there is no single optimum approach to run a business, lead a firm, or create decisions under all conditions (Ginsberg & Venkatraman, 1985). Hakala (2011) suggests that research on orientation configuration can be performed both, universal and contingency-dependent. For example, if a company views strategic orientation as a set of options, it is because it believes there is a preferred orientation based on the contingency (competitive intensity, technology turbulence, demand uncertainty, etc.). Another example is what Gao, Zhou, and Yim (2007) discovered in relation to the widely held belief that customer orientation is the most important component of market orientation, and as a result, it always has a favorable impact on company performance.

Resource-based View Theory

The Resource based view focuses on analysis of the nature, characteristics and potential of a firm’s resource base. It has been stated that the idiosyncratic resources and capabilities that are developed when the family system and the business system interact and coexist in harmony are largely responsible for the uniqueness of family businesses (Basco & Perez, 2009; Nordqvist & Melin, 2010). While the theories provide useful insights into family business characteristics, the systems and RBV is the framework that is widely used. RBV, as a conceptual framework has been instrumental in developing a theory for family business (Chrisma, 2007).

According to the resource-based view, the firm's strategic orientation is a significant business capacity (Zhou, Yim, & Tse, 2005; Hult & Ketchen, 2001), and if this capacity can be turned into a rare, valuable, and in-imitable resource, the firm can gain a competitive advantage (Hult & Ketchen, 2001). Four strategic orientations have been identified as having a substantial impact on corporate performance: market orientation, entrepreneurial orientation, learning orientation, and technology orientation (Calantone, Cavusgil & Zhao, 2002; Hakala, 2011).

Family-owned business in Nigeria

The notion of family company has grown in popularity in Nigeria, with its roots in the sole proprietorship form of business; nevertheless, realizing the full potential of the prevalent prospects associated with family business is dependent on a number of circumstances (Ayobami et al., 2018). In most cases, a family business expands from a one-man operation to one controlled, managed, and run by two or more family members. A family owned business is defined as one in which more than one member of the family actively participates and controls more than half of the total assets of the company/enterprise. The concept of family company is primarily based on the idea of keeping business ownership in the hands of family members for subsequent generations (Chua, Chrisman, & Sharma 1999). The dominating position of family members in the daily running and operations of various firms leads to a leadership system proposed by family members, resulting in the acceptance of family business as a culture around the world.

A family business is one in which one or more members of one or more families own a major portion of the company and make significant contributions to its overall success. The literature on family businesses is diverse, and it's difficult to agree on a precise definition of what constitutes a family business. The typical family business, on the other hand, has been defined as an organization controlled and typically managed by numerous family members, generally from many generations (Shanker & Astrachan, 1996; Lansberg, 1999). In Turkey, family-owned businesses account for around 95% of all businesses (Findikci, 2008; Kirim, 2002).

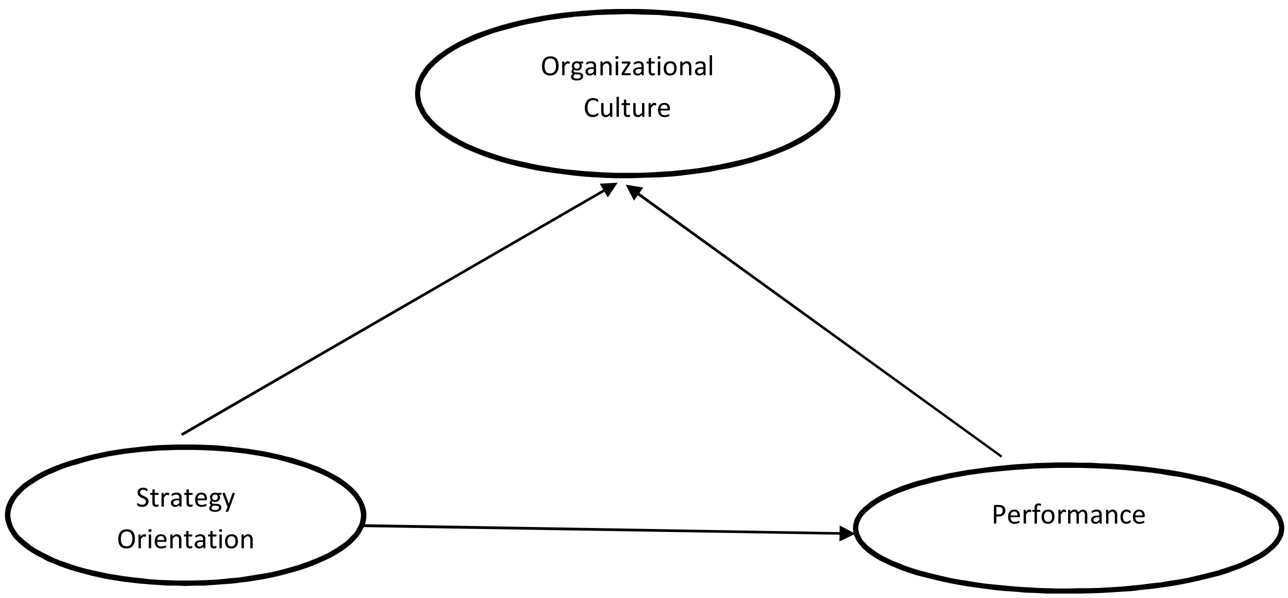

Fig. 1: Research Model

Source: Researchers Conceptualization

This model led to two research objectives and research questions

Research Objectives

1. To examine the relationship between strategy orientation and performance of family-owned firms in Rivers State.
2. To evaluate the moderating role of organizational culture in the relationship between strategy orientation and performance of family-owned firms in Rivers State.

Research Questions

1. What is the relationship between strategy orientation and performance of family-owned firms in Rivers State?
2. What is the moderating role of organizational culture in the relationship between strategy orientation and performance of family-owned firms in Rivers State?

Research Hypotheses

H1: There is a significant relationship between strategy orientation and performance of family-owned firms in Rivers State.
H2: Organizational Culture significantly moderates the relationship between strategy orientation and performance of family-owned firms in Rivers State.

Strategy Orientation
Miles and Snow (1978) proposed a typology that aimed to categorize organizations' strategic orientation based on specific strategic acts. Prospectors, Defenders, Analyzers, and Reactors are four types of companies that can be found in any business. If a firm has a formal and implicit strategic orientation, it is categorized as one of the first three strategic categories, and if it does not, it is classified as a Reactor. The four types are summarized by Zahra and Pearce (1990) as follows: "It's enough to say that Defenders place a premium on a small domain by controlling secure (and frequently expensive) niches in their industries. They don't do much in the way of product/market development and place a premium on operational efficiency. Prospectors are at the other end of the spectrum, always looking for new prospects and launching new products. Analyzers have both Defender and Prospector traits. Finally, Reactors are considered as a dysfunctional organizational type since they lack a conscious or consistent plan. " Most of these concepts have stood the test of time in a range of sectors. It's worth noting that each of the four strategy kinds is called after a single defining dimension. These labels are deceptive because the strategy types may share a lot of commonalities across other dimensions. After all, regardless of plan, each business is a running and presumably successful business.

Organizational Performance
Firm performance is connected to effective use of performance measures in the family firm. Firms because of the accelerating growth of internet, business globalization, manufacturing integration, supply chain management, and customer relation management have become the most popular management activities. Customer orientation, learning orientation, entrepreneurial orientation, and innovation orientation are four of the most essential characteristics that might improve the efficiency and effectiveness of these activities. Several studies have been conducted in this subject to analyze business performance in a variety of ways using a variety of strategic techniques (Berthon, Hulbert & Pitt, 2004; Baker & Sinkula, 1999; Lee & Tsai, 2005; Narver, Slater & Tietje, 1998).

In family-owned enterprises, each strategic direction has different effects on growth and profitability. In various studies, positive relationships were found between the active return rate, growth in sales, new product success, increasing market share, and profitability performance indicators. In this investigation, we analyze the family business' financial and growth performance from managers'/executives' perspectives.

Organizational Culture

Culture, as a broad phrase, refers to the underlying system of norms and values that distinguishes and shapes the behaviors, beliefs, and personality features of members of a particular community (Thomas & Mueller, 2000). Organizational culture, therefore, is a complex mix of rules, regulations, beliefs, traditions, philosophies, and values that are shared throughout the company and influence how it accomplishes its activities (Pokien, 2006). Barney's (1986) definition of organizational culture, which defines it as a "complex combination of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business," is one of the most well-known.

Family business culture can be defined as "a personal belief and support of the firm's aims and aspirations, a readiness to contribute to the organization, and a desire for a relationship with the organization," according to Astrachan, Klein, and Smyrnios (2002). (p. 51). Family business culture, in particular, is a significant resource that defines the common assumptions and values of family and company systems (Fletcher, Melin & Gimeno, 2012). Furthermore, family business culture is built on the foundation of family influence (Craig, Dibrell & Garrett, 2014). Cultural and social dynamics, as well as the values and customs of the family that emerge from these dynamics, all have an impact on the business culture of firms. Furthermore, family influence determines which operations in a family business are acceptable and which outcomes are most important (Athanassiou, Crittenden, Kelly, & Marquez, 2002). And it defines what is socially acceptable in the workplace, as well as assisting in the movement of the firm's culture through generations (Miller & Le Breton Miller, 2005).

METHODOLOGY

It is difficult to do a study on family business due to the lack of an inclusive list of family businesses in the Nigeria Bureau of Statistics or other associated government bodies; nonetheless, the researcher used a suitable sampling strategy for this study. The researcher employed a cross sectional survey method using a structured questionnaire. An in-depth study of ten (10) family-owned business were randomly selected which cuts across FMCG and Manufacturing sectors in Port Harcourt, Rivers State. The research examined two hundred and three (203) employees of family-owned business in Port Harcourt. The reliability test was conducted using thirty (30) respondents by means of Cronbach alpha reliability test and results show alpha values above 0.7. With the help of SPSS version 21.0, demographic data were analyzed using frequency and percentages, and hypotheses were tested using Spearman's Rank Correlation Coefficient.

RESULTS

A total of 203 copies of the questionnaire were issued to family-owned businesses; of this number, 158 (168) copies were filled out correctly, representing 82.75 percent of the population; hence, all analysis will be based on these copies.

Table 1: Demographic information of respondents (n = 168)

	n	*%*		*n*	*%*
Age			Type of work contract		
<30	33	19.6	Part-time	23	13.7
30-40	83	49.4	1 –year contract or shorter	49	29.2
41-50	41	24.4	A contract from over 1-3 years	84	50.0
>50	11	6.5	Permanent contract	12	7.1
Gender			Organization size (employees)		
Male	97	57.7	<50	101	60.1
Female	71	42.3	51-100	67	39.9

Survey Data, 2021

As presented in Table 1, in terms of age and gender, 69% of respondents were equal to, or less than 40 years and 57.7% were male. For type of work contract, 57.1% were permanent or had been contracted for more than one year. Concerning the size of the organization, 60.1% were less than or equal to 50 employees.

Inferential Analyses

Hypothesis One

H1: There is a significant relationship between strategy orientation and performance of family-owned firms in Rivers State.

Table 2: Analysis of the effect of strategy orientation on performance

			SO	PE
Spearman's rho	SO	Correlation Coefficient	1.000	.736
		Sig. (2-tailed)	.	.000
		N	168	168
	PE	Correlation Coefficient	.736	1.000
		Sig. (2-tailed)	.000	.
		N	168	168

Source: SPSS 21.0 output on research data

Table 2 reveals that the Spearman's Rank Order Correlation coefficient is 0.736 which reflect a strong positive linear relationship between strategy orientation and performance. And the Correlation test is highly significance at (p<0.005). Positive relationship means that as strategy orientation increases performance also increases.

Following this finding, the study concludes that there is a relationship between strategy orientation and performance. Therefore, hypothesis one was supported.

H2: Organizational culture significantly moderates the relationship between strategy orientation and performance of family-owned firms in Rivers State.

Table 3a: Without the moderating variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.837	.836	.31178

Source: SPSS 21.0 output on research data

Table 3b: Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-1.252	.157		-7.995	.000
	Succession_Planning	1.394	.043	.915	32.206	.000

Source: SPSS 21.0 output on research data (*** dependent variable: performance***)

Table 3a and 3b shows the output of the linear relationship between strategy orientation as the predictor variable and the performance as the criterion variable. The test reveal that the correlation coefficient R is 0.915 and the R^2 which represent the fitness of the model is 0.837 without the moderating variable - organizational culture. This means that 83.7% variation in performance is accounted for by strategy orientation when the moderating variable is not added.

Table 4a: With the moderating variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926[a]	.858	.856	.29220

Source: SPSS 21.0 output on research data

Table 4b: Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-1.170	.148		-7.929	.000
	Strategy_Orientation	1.077	.071	.707	15.066	.000
	Organizational_Cuture	.297	.055	.253	5.382	.000

Source: SPSS 21.0 output on research data (*** dependent variable: performance***)

When the moderating variable was added, table 4a and 4b shows that the correlation coefficient R increased from 0.915 to 0.926 and the R^2 increased from 0.837 to 0.858. This means that 85.8% variation in performance is accounted for by strategy orientation and organizational culture. Organizational culture has a significant effect on the model with a significant p-value of $p<0.005$, t-statistic of 5.382 and unstandardized coefficient of 0.297.
This means that Organizational culture significantly moderate the relationship between strategy orientation and performance causing an increased variability in the model by 2.1%.

Discussions

Hypothesis one was supported as it states that strategy orientation significantly relates with performance of family-owned firms in Rivers State. This is consistent with prior research by Altindag et al. (2011), who showed positive impacts of strategic orientations on the qualitative and quantitative performance of family enterprises in their study of strategic orientations and their effects on company performance in Turkish family held firms. In their study of entrepreneurial orientation and firm performance: the influence of family governance, Lee and Chu (2017) discovered that EO is positively associated with firm concurrent and sustaining performance, and that such positive relationships are particularly strong when family ownership is combined with active family management and control; however, the EO-performance relationship becomes insignificant in passive family governance. Because active family governance alleviates agency problems and enhances stewardship within businesses when family CEOs, family top management, family chairpersons, and family directors are present, these findings suggest that the potential benefits of EO can be better realized in family firms.
The research supported the hypothesis two which states that organizational culture significantly moderates the relationship between strategy orientation and performance. Baykal (2019) observed that organizational culture will operate as a catalyzer in the relationship of innovation in family enterprises in her research on family firms and the effects of organizational culture on their innovation. Dyer (1986) looked at 40 family businesses and discovered four distinct cultures. Dyer's methodology identifies different managerial styles for each culture type. According to Dyer (1986), paternalistic culture is the most typical type of family business culture. Relationships are hierarchical in this culture, and the leader's authority is particularly important. Paternalism in family businesses adds to the ownership and survival of the family business through guardianship (Sorenson, 2000). Paternalistic leaders are control-focused, behaving fatherly toward their followers while also delegating minimal responsibility and keeping power in their own hands (Koiranen, 2003), making the organization inflexible and conservative, stifling innovation. The second form of culture is participative culture, which is founded on trust and is often follower-oriented; in this culture, power distance is limited, resulting in successful teamwork, high-quality decision-making, and innovativeness. The third culture in Dyer's typology is laissez-faire culture. Members of this culture have an excessive amount of independence, which results in inefficient and unproductive followers. The fourth culture is professional culture, which emphasizes individual motivation and achievement. This is a highly competitive culture that empowers individuals to make decisions (Sorenson, 2000).

CONCLUSION

The importance of family businesses cannot be overstated: they are expected to contribute to the economy in three major ways: by providing jobs, increasing GDP, and improving living standards or lowering poverty levels. This research concludes that strategy orientation significantly relates with performance of family-owned firms in Rivers State.

PRACTICAL IMPLICATIONS

The findings backed up the idea that family engagement in business management fully mediates the link between strategy orientation and performance. This will help to improve the administration of family businesses in emerging markets, where family businesses are run by family members with a focus on other concerns than market requirements rather than traditional management practices. According to the study's findings and conclusions, it is suggested that:

i. Family businesses should embrace entrepreneurial culture and CEO/founders to foster an environment that encourages and rewards family business employees to be more inventive, creative, and risk takers.
ii. The government of Nigeria should develop a family business policy framework and enhance capacity. Creating a family business data repository and encouraging universities and other learning institutions to provide family business dynamics courses should be the initial steps toward accomplishing this goal.
iii. Those interested in family businesses should have a thorough awareness of their nature and characteristics, which will allow family business owners and managers to meet their special demands for high performance and a healthy economy.

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Sense of Harmony and Workers Productive Behaviour of Deposit Money Banks in South-South, Nigeria

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Abstract: *The purpose of this paper was to examine the relationship between leaders sense of harmony (as a dimension of leaders workplace spirituality) and workers productive behavior (measured with employee ambidexterity, work happiness, job satisfaction, and employee commitment) of deposit money bank in South-south, Nigeria. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. Data collected was analyzed using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%. Our findings revealed that leaders sense of harmony significantly and directly influence workers productive behavior vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment respectively. We therefore recommends among others that leaders of DMBs should harmoniously manage the bond between workers and management by respecting everyone, no matter the position, role, gender or age in the bank. Consequently, to create a productive workforce with positive behaviour, leaders of DMBs must concentrate on building a positive organizational climate of harmony.*

Keywords: *Sense of Harmony; Workers Productive Behavior; Employee Commitment; Ambidexterity; Work Happiness; Job Satisfaction*

Introduction

Workers play important parts in the attainment and success of any organizations, as their contributions are extremely essential for the achievement of organizational objectives and destinations. The capacity of workers to contribute to the success of the organization is dependent on the outcome of their workplace behaviour vis-à-vis productive behaviour. That is to say, employees' productive behaviour is very vital for accomplishing objectives that an organization has for itself. For this reason, it is critical for management to ensure that they establish an environment where their employees can exhibit positive work behaviour, since they are the lifeblood of any organizations. Efforts and resources are devoted to achieving pre-established goals and visions for organizations. Such goals are driven by the organization's primary actors, which include managers and employees, who made up the workforce. The achievement of the organization's goals and objectives is heavily dependent on the cooperation amongst these individuals in the organization (Nwinyokpugi & Okere, 2019).

Along with growing uncertainty and new challenges facing organizations in today's dynamic environments, an enormous number of managers focus on creating a clear organizational vision, forming favorable organizational cultures, and inspiring employees' inner motivation to increase their productive work behaviour through leaders workplace spirituality, that incorporates harmonious relationship among the individuals in the organization towards better performance (Chen, Chen & Li, 2013). For an organization to succeed, it must have a harmonious work environment. Because of this, leaders must be able to cultivate a feeling of cohesion in the workplace (possess a sense of harmony). Based on the fact that an employee's ability to come up with new ideas depends on the level of peace, harmony, and stability that he or she experiences at work (Ogunola, 2018). For an organization to succeed, it needs people who can work together in harmony and find new ways to enhance their performance, and this can only be achieved if the leader provides a harmonious and pleasant work environment. A worker's capacity to exhibit positive work behaviour improves when he or she feels at ease and has a feeling or experience harmony inside the organization.

For a workplace to be harmonious, leaders must see each other as partners in development, and a helpful attitude is universally valued in terms of productivity (Ogunola, 2018). It is essential for a leader to foster an attitude of cooperation among employees in order to meet the goals of the organization (Stephen & Budd, 2009). It is possible for leaders to inspire all employees to work together toward a common goal that will benefit the business if they have a sense of harmony (Ngethe, Mike & Namusonge, 2012). Leaders of organizations are expected to be able to handle the activities and behavior of their employees in an amicable manner by using the authority that comes with their position. Consensus is needed in the workplace, which implies that subordinates and leaders must work together in harmony. The leaders of organizations must set the stage for a pleasant work environment, which then becomes the organization's culture (Nwinyokpugi & Okere, 2019). Consequently, the leaders of organizations are responsible for providing and promoting a harmonious workplace.

It is no contravening that disputes are now becoming a more recurring phenomenon in current modern organization. Although may not be planned, but has collapse several viable organizations globally (Hassan, 2013). The traditional perspective to conflict see conflict as a negative phenomenon, as such it has to be shunned; thus, organizational conflict is dysfunctional resulting from miscommunication, dearth of openness and trust between individuals, and the failure of managers to meet to the aspirations of workers (Singh, 2013). Employee productive behaviour depends to a great extent to how well an organization manages conflict, thus maintaining an acceptable degree of harmony is essential for a successful business. Leaders must fix this undesirable dysfunction in the work group and/or organization, as it can impair employees' work behaviour in the organization (Kassim & Ibrahim, 2014). Furthermore, notwithstanding the fact that worker productive behaviour is vital in today's contemporary business enterprise in order to withstand and survive and be successful, leaders' sense of harmony is very essential in enhancing workers behaviour within the workplace (Aydin & Ceylan, 2009). However, there are pintsized scholarly research that endeavored to ascertain explicitly the relationship that exist between leaders' workplace spirituality vis-à-vis sense of harmony and worker productive behaviour particularly of DMBs in

South-South Region of Nigeria. Thus, there is need to fill this gap in order to further understand the nexus that exist between leaders' sense of harmony and worker productive behaviour of DMBs within the South-South Region of Nigeria.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between leaders' sense of harmony and worker productive behaviour of DMBs in South-South Region of Nigeria. More so, the specific objectives of the study are to:

v. Examine the relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria.
vi. Determine the relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria.
vii. Ascertain the relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria.
viii. Examine the relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria.

Research Questions

v. What is the relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria?
vi. What is the relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria?
vii. What is the relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria?
viii. What is the relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria?

Research Hypotheses

$H0_1$: There is no significant relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria.

$H0_2$: There is no significant relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria.

$H0_3$: There is no significant relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria.

$H0_4$: There is no significant relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria.

Literature Review

Theoretical Framework

The underpinning theory used in this study is the expectancy theory. The theory argues that the degree and urge to behave in a certain manner lies on the level of anticipated outcome that the act will be heeded by a certain result (Buitinbach & De Witt, 2005). Expectancy theory propose that a worker can be motivated to perform in his or her best if the he or she beliefs that the better achievements will lead to better performance appraisal and shall increase his or her chances of realizing his or her personal goals as evident in certain reward future events. The theory concentrates on three things efforts and performance relationship, achievements and benefits relationship, rewards and personal goal relationship (Salaman, Storey & Billsberry, 2005). In order for employees to exhibit productive behaviour, leaders have to make sure each employee's workplace goals and values are aligned with the organization's mission and vision through effective leadership (spiritual leadership vis-à-vis sense of harmony). Hence, if organizations' leaders can display or exhibit spiritual values and virtues of sense of harmony, employees productive behaviour in the organization (such as work happiness, employee ambidexterity, job satisfaction and employee commitment) are more likely to be enhanced.

Sense of Harmony

Sense of harmony is used as a dimension of leaders' workplace spirituality. Kesken and Unlu (2011) summarized the concept of leaders' workplace spirituality to include an inner will and power to live, inner motivation and experience that leads people into action and gets them energized, committed to shared goals and a need for wholeness, a will to contribute into development or successes of others, attachment to love, hope, faith, and optimism, developing team spirit and seeking a calling or meaning in life. Spiritual leaders create cultures in organizations in which leaders and followers have a commitment to the organization and its mission that leads to action. Furthermore, according to Li (2008), harmony indicates an acceptable understanding between different components or an ideal concordance of the discordant, based on dealing with differences. Thus, the logic of integration, as described in the work of Leung, Brew, Zhang, and Zhang (2011), begins with the recognition of inconsistencies or conflicts, and then moves on to the goal of finding an acceptable compromise.

Conflicts arise as a result of the wide range of cultural backgrounds represented within today's corporate workforce. When employees join a company, they bring with them a variety of expectations and needs, which necessitates a diverse and complex set of representatives. These workers come with a variety of expectations and needs, including the need to acquire necessities, to form relationships with coworkers, to learn and grow, and to maintain their own sense of self-worth (Lawrence, 1998). In order for a leader to be successful, he or she must have a sense of harmony to effectively manage the organization. Thus, leaders of organizations must have a sense of harmony in order to be capable of handling the many diverse individuals that make up today's organizations in order to achieve the organization's goals and objectives. Based on the diversity that exist in the organization due to differences in culture, direction, and belief, there will undoubtedly be sentiments of maltreatment, minimizing, and disagreement in the workplace. In the workplace as in many other areas of life, conflict is inevitable. However, unless the leader has the ability to effectively manage the situation, it might develop to disaster (Ogunola, 2018). However, this does not imply that conflicts do not occur inside the organization; instead, proactive actions are taken to prevent crisis from arising from it. There is a requirement for the leaders of an organization to be able to recognize harmony and devise strategies that will guide practices toward achieving the same. In order to provide a level playing field for all employees, these tactics and procedures must function together. All employees should be treated with dignity and respect, and no employees should be subjected to bullying by a leader on the basis of colour, sex, disability and age (Hassan, 2013). Furthermore, a work environment that respects individual variations and encourages employees' limits in the delivery of work signals a leap toward achieving the organization's goals.

Workers Productive Behaviour

Managers of today have come to realized that the success of their organizations is dependent on the performance of their employees which lies in the employees' productive behaviour (Zheng, Sharan & Wei, 2010); as such, it is important for managers to know how to get the best productive behaviour from their employees. Campbell (1990) expressed that worker productive behaviour involves employee attitude that determine the performance of the employee. Consequently, Wright and Kehoe (2013) expressed that worker productive behaviours consist of affective reactions such as satisfaction and commitment that is very essential to the productivity of the employee. Positive worker productive behaviours provide many factors for attaining and maintaining an efficient and effective organization. Based on the complexity and uncertainty of today's business environment, there is need for workers in the organization to exhibit productive behaviour in order for the organization to achieve its goals. By displaying productive behaviour such as ambidexterity, happiness, satisfaction and commitment (measures of workers productive behaviour), the organization will be able to effectively and efficiently attain its set goals and objectives. Employee's ambidexterity is the ability to recognize the value of new knowledge; adapt to it; and apply it to the advantage of the company (Cohen & Levinthal, 1990). Employee ambidexterity is an employee ability to switch between tasks in a given situation with ease at the individual level of their cognition (Good & Michel, 2013). An ambidextrous employees are referred to as those who are capable of efficiently managing opportunities from the business environment. It involves an exploratory and exploitative activities. When doing exploratory activities, one is seeking for new ways of thinking and doing things, as well as innovative ways of thinking and doing things (Kang & Snell, 2009). As a result, exploratory activities are designed to recognize and comprehend externally significant information that is critical to gaining an advantage. It focused on how to make judicious use of the new knowledge acquired. As a result, it covers the search for new information and opportunities that enhance the organization's advantage, as well as the day-to-day running of the business (Raisch*,* Birkinshaw, Probst & Tushman, 2009). Exploitative activities include utilizing existing data bases to make upgrades that are essential to the organization (Gibson & Birkinshaw, 2004). It focused on using current information to their fullest potential. Acquainted information may be used to generate fresh information and appealing returns (Lane, Koka & Pathak, 2006). It focused on current information refinement (Raisch *et al.,* 2009). It also include employing current knowledge and skills to achieve improvements in efficiency and viability, as well as actions like looking for new product and opportunities that are equally important to long-term plans and practices (Faris, 2018). A new skill set or new knowledge is needed in order to adapt to these changes. Exploitation includes activities such as refinement, determination and execution, while exploration includes activities such as experimentation and pursuit of new knowledge (March, 1991).

Happiness at work is defined as the state of affairs in which human resources are glad, creative and productive, both at the individual and organizational levels (Maenapothi, 2007). Consequently, work happiness is a feeling of excitement about one's employment. In addition to increasing productivity, employee happiness has a significant impact on the employee's subjective well-being by instilling a sense of pride, conviction, and commitment to one's job (Satu & Kaarina, 2011). This is based on the fact that, when workers are pleased, they are more likely to engage in productive work-related behaviors. Happy employees are likely to be more energetic, enthusiastic, and engaged in their job, as well as more considerate of their coworkers and steadfast in the face of obstacles in the workplace, compared to those who are not happy. Thus, according to Buitinbach and De Witt (2005), a happy workforce is more likely to put their efforts into growing the organization, which in turn improves productivity. Job satisfaction on the hand is the level to which assumptions are matched with genuine accomplishments. It is often referred to as the degree to which a person enjoys his or her job (Yuen, Loh, Zhou & Wong, 2018). It focused on how workers feel about their work environment or how they feel about their work (Ouyang, Sang, Li & Peng, 2015). When a worker feels good about his or her job, they are experiencing job satisfaction. It also means performing a work that one like, doing it well, and being paid for it. To say that one is satisfied with one's employment is to imply that one is enthusiastic and content in one's work. It results in a sense of accomplishment, in the form of monetary compensation, promotion, and the accomplishment of various other goals (Qazi & Kaur, 2017). It's the method through which employees reflect on their work and consider the numerous perspectives from which it might be seen that shapes their approach to the task they do. When employees feel that their talents, skills, and experiences are being put to good use, they are more satisfied with their work (Buitendach & De Witte, 2005). Employees that have a positive attitude about their work demonstrate that they are content with their position. A satisfied employee is more likely to contribute to the success of their employer. Furthermore, employee commitment is a term that refers to the level of participation that employees have in the operations of the organization he or she works for. As a result, the emphasis is on providing concrete evidence of one's engagement in the organization's day-to-day operations. It is possible that some employees have a greater emotional connection to the business, while others do not, and it is also possible that some employees have a more affective commitment to the organization, while others do not. As a result, the level of commitment an employee has for his or her organization varies from person to another. A committed employee is one who is devoted to the organization's goals, who regularly shows up for work, and who protects the company's resources.

Methodology

The study was carried out in DMBs operating in the South-South States of Nigeria that included Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. The questionnaire was a five point Likert structured questionnaire which consist of four questions and 5 respond choices with point scales ranging from 1 to 5: 1-strongly disagree; 2- disagree; 3- indifference; 4- agree and; 5- strongly disagree for each of the variables covered in the study. Leaders' sense of harmony (dimension of leader's workplace spirituality: Bouzari & Karatepe, 2017; Youssef & Luthans, 2007) was used as a one-dimensional variable as the predictor variable while workers productive behavior was operationalized using employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999). The validity of the research instrument was further tested using face and content validity. More so, Cronbach's Alpha was used in testing the reliability of the research instrument showing a Cronbach's Alpha greater than 0.7; leaders sense of harmony has 0.875, employee ambidexterity has 0.914, work happiness has 0.922, job satisfaction has 0.974, and employee commitment has 0.927 Cronbach's Alpha value. Furthermore, a total of 319 retrieved questionnaire were useful which were used for data analysis using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%.

Data Analysis and Result

Relationship between Sense of Harmony and Employee Ambidexterity

The relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria is analyzed below:

Table 1: Relationship between Sense of Harmony and Employee Ambidexterity of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony	319	0.968	317	.1045	0.001	Significant
Employee Amb						

P< 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 1 revealed the relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and employee ambidexterity: r (317) = 0.968, crit.r =.1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high sense of harmony also reported high employee ambidexterity, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects employee ambidexterity. Attached is the scattered graph.

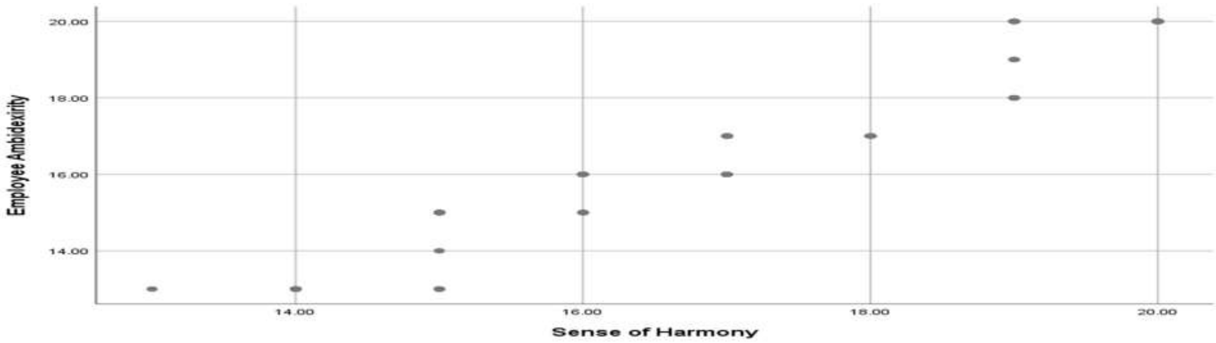

Figure 1 Scattered graph on leaders' sense of harmony and employee ambidexterity.

Relationship between Sense of Harmony and Work Happiness

The relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria is analyzed below:

Table 2: Relationship between Sense of Harmony and Work Happiness of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony	319	0.901	317	.1045	0.001	Significant
Work Happiness						

P< 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 2 revealed the relationship between sense of harmony and employee work happiness of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and employee work happiness: r (317) = 0.901, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high sense of harmony also reported high employee work happiness, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects employee work happiness. Attached is the scattered graph.

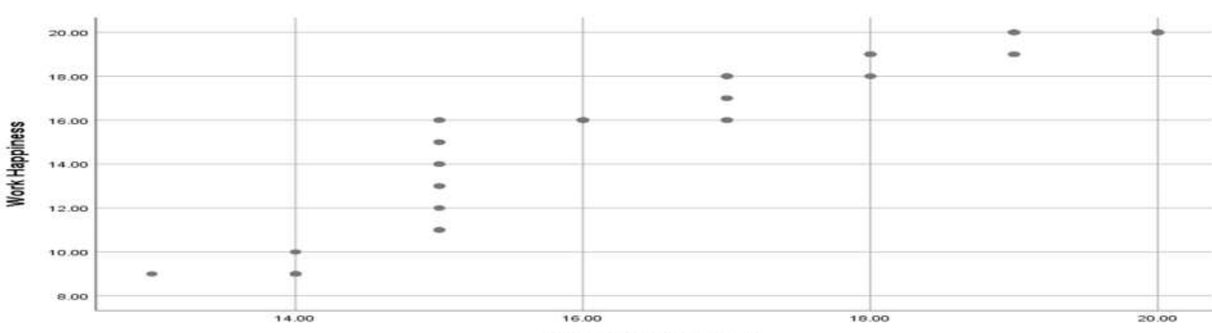

Figure 2: Scattered graph on leaders' sense of harmony and employee work happiness.

Relationship between Sense of Harmony and Job Satisfaction

The relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria is analyzed below:

Table 3: Relationship between Sense of Harmony and Job Satisfaction of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony	319	0.880	317	.1045	0.001	Significant
Job satisfaction						

P< 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 3 revealed the relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and job satisfaction: r (317) = 0.880, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that have good sense of harmony also reported high job satisfaction, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects job satisfaction. Attached is the scattered graph.

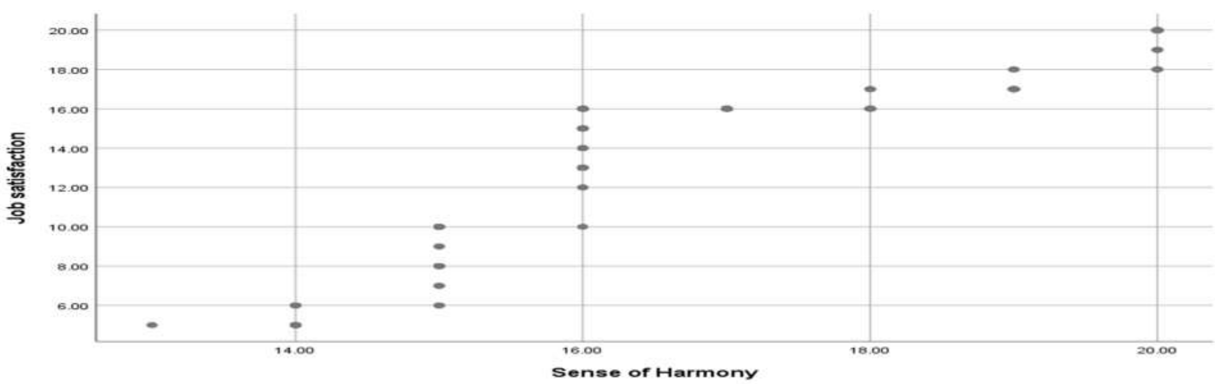

Figure 3: Scattered graph on leaders' sense of harmony and job satisfaction.

Relationship between Sense of Harmony and Employee Commitment

The relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria is analyzed below:

Table 4: Relationship between Sense of Harmony and Employee Commitment of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony **employee commitment**	319	0.868	317	.1045	0.001	Significant

P< 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 4 revealed the relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and employee commitment: r (317) = 0.868, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that have high sense of harmony also reported high employee commitment, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects employee commitment. Attached is the scattered graph.

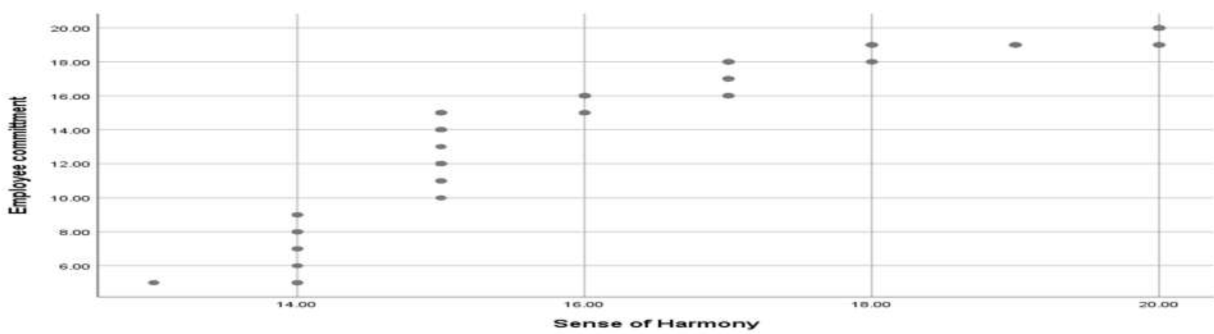

Figure 4: Scattered graph on leaders' sense of harmony and employee commitment

Discussions of Findings

Employees in Deposit Money Banks in South-South Nigeria had higher employee ambidexterity, work happiness, job satisfaction and commitment when their leaders have a sense of harmony as a workplace spiritual virtue, according to the data analyzed in this study. For an organization to succeed, it needs people who can work together in harmony and find new ways to enhance their performance, and this can only be achieved if the leader provides a harmonious and pleasant work environment. This is because, an employee's ability to come up with new ideas depends on the level of peace, harmony, and stability that he experiences at work (Ogunola, 2018). A worker's capacity to take on exploratory tasks improves when he or she feels at ease and has a feeling of harmony in the organization. An aspect of conflict that has a beneficial effect on the organization is explained by the interactionist theory of conflict. Based on this worldview, conflict is really a beneficial thing. As a result of the absence of conflict, the workplace may become stagnant and unresponsive to strategic organizational demands (Singh, 2013). They argue that a little amount of conflict may be beneficial and useful because it encourages self-criticism and inventiveness, which is vital to employee ambidexterity, and so keeps the group sustainable. However, if the organization's executives lack a sense of unity, this may not be possible. Employee ambidexterity is dependent on the ability of the leader to harmoniously handle conflict, which frequently lead to better creative behaviour in the organization (Schwenk, 1990). It is necessary for an organization's leaders to create and maintain a pleasant work environment in order for the organization to succeed in reaching its stated goals. Because a happy work environment pushes individuals to perform better and produce greater outcomes and encourages them to look for new opportunities within and outside the organization (Burns, 2012).

Furthermore, leaders must cultivate relationships that are rooted on the foundational values and virtues of integrity, harmony, fairness, equality, and justice in order to improve employee happiness. Thus, leaders must be aware of the fact that living in harmony with workers and adhering to these fundamental values leads to employee pleasure (Berghofer & Schwartz, 2011). Creating an atmosphere of trust and collaboration in the organization is the responsibility of the organization's leaders. Workers' productivity is influenced by their work environment, which includes factors such as their sense of well-being. That is, employees will be happier in a peaceful work environment, but if the opposite is true, the employee's work happiness at work will be ruined. As a result of a leader's capacity to maintain a cordial connection amongst employees, the workers' happiness will be boosted in a harmonious work environment. Open hostility, mistrust, disdain, non-cooperation, and avoidance of engagement are all signs of a toxic workplace atmosphere (Hatch & Cunliffe, 2013), which may have a detrimental impact on employees' well-being and happiness. Subsequently, Boyle (2006) expressed that a harmonious workplace is conducive to employee job satisfaction. A feeling of harmony in the workplace is guaranteed by the leader's ability to cultivate a peaceful environment, according to Elangovan and Xie (2000). Due to disagreement or antagonism to certain ideas, interests, and people, a disharmonious work environment may have a detrimental impact on employees' job satisfaction. Leaders who build a pleasant and harmonious work atmosphere increases employee satisfaction and commitment, according to Dobkin and Pace (2006), since it encourages workers to work together to resolve problems. Leaders’ sense of harmony helps to stimulate, motivate and inspire workers commitment (Gill, Flasher & Shacha, 2006). Thus, leaders can attract commitment from workers by effective harmonization of the firm process and having good relation with workers. Workers' dedication to the organization's aims is strongly influenced by the harmony between them and their supervisors (Ogunola, 2018). Leaders that have a sense of harmony encourage their staff to work together to tackle conflict-related issues (Ayoko, 2007). Thus, workers will be able to perform more effectively, create a stronger relationship, and have more self-confidence and as a result of this, employees will be more satisfied and committed to their jobs if they are in a harmonious work environment, and vice versa. Workers productive behaviour will reduce in conflict work climate. Conflict can reduce mutual understanding and thus negatively affect workers productive behaviour in the attainment of set objectives. It also causes workers to be short tempered, distrustful and resentful. Which leads to negative consequences on workers' behaviour towards the organization, hence increasing turnover rate (Muhammad & Hazril, 2014). Thus, leaders must possess and exhibit sense of harmony to successfully manage conflict to improve workers productive behaviour in the organization.

Conclusion

According to the findings of this study, leader's sense of harmony has a significant impact on workers productive behavior of DMBs in the South-South region of Nigeria. As a result, we concluded that leaders' sense of harmony has a significant impact on employee productive behavior. Thus, by building a harmonious workplace, leaders of DMBs in South-South Nigeria will boost their employees' productive behavior in terms of employee ambidexterity, employee work happiness, employee job satisfaction and commitment. Peace and harmony in the workplace is essential to the productive behaviour of an organization's personnel; if it's absent, their attitude will be one of negativity. Because of this, the organization has to create a harmonious work environment in order to increase the degree of employee productive behaviour. Workers will display more productive behaviour in a harmonious work environment, thus the capacity of leaders to foster such atmosphere will have a far-reaching influence on the employees.

Recommendations

The following are our recommendations based on the findings of this study:

1. Leaders of DMBs should harmoniously manage the bond between workers and management by respecting everyone, no matter the position, role, gender or age in the bank. Consequently, to create a productive workforce with positive behaviour, leaders of DMBs must concentrate on building a positive organizational climate of harmony.
2. Leaders of DMBs should hold themselves accountable not just to their superiors but also to their peers and staff by treating everyone equitally
3. Management of DMBs should build a culture of cooperation within the organization as these core values will enhance workers productive behaviour vis-à-vis happiness, satisfaction, commitment and ambidexterity.

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Contributions of the Islamic Finance in Alleviating Poverty among Small and Medium Entrepreneurs in Borno and Yobe State, Nigeria

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Abstract: *Micro-finance involves providing credit without collateral to the marginally poor. The traditional micro-finance in Nigeria suffers from high default risk, skewed distribution, and non-conformity with the popular beliefs of the majority and with the challenges faced by the conventional microfinance institutions particularly operating in a Muslim dominated society like Borno and Yobe Sates This paper examined the Contributions of the Islamic finance in alleviating poverty among Small and Medium Entrepreneurs in Borno and Yobe State,. Nigeria Questionnaire was administered on targeted population of SMES in Borno and Yobe States .Descriptive and inferential analysis were used to ananyse the data obtained. The analysis revealed that Islamic micro finance has significant influence in Provision of start-up fund to SMEs, expansion of SMEs, increase in the number of SMEs, improvement in customers' household income, improvement in customers' health care status and children education SMEs in Maiduguri Metropolis.*

Keywords: *Islamic Finance, Poverty alleviation, SMEs Growth, Star up Capital*

Introduction

Poverty has become a major socio-economic problem in most countries of the world especially developing countries. Many national governments in Africa have tended to treat poverty as a purely economic problem that could be overcome by means of carefully planned and implemented economic development programs. But such approach has often led merely to increase in average incomes and gross national product (GNP) but has not led to visible improvements in the living standards of the masses of the people.

Among the measures taken by the government in Nigeria is the establishing of micro finance banks in order to provide collateral free credit access to the poor. The microfinance and supervisory framework issued by the CBN in 2005 sought to encourage the development of SMEs and empower low income groups in Nigeria. Notwithstanding the modest achievements the poverty level in the country remains daunting such that majority of the economically active poor population remain financially truncated and excluded, majority of the micro entrepreneurs do not have access to credit thereby hindering economic growth and development. Indeed, as indicated in the Revised Microfinance Policy; a large percentage of Nigeria's population are still truncated and excluded from financial services

Evidences has shown that many potential clients of microfinance in the North categorically reject the products of conventional micro finances due to non-compliance to Islamic principles, charging high fixed interest rates, credit diversion, credit rationing and non-conformity with the Islamic faith of the majority population. Thus, the need for a finance system that conforms to the Islamic faith.

Islamic finance is a financial relationship involving entrepreneurial investment which is subject to moral prohibitions. It is based on principles that prohibit risk taking, interest earning, sinful activities, gambling, speculative trade and money lending to customers. It believes in trading based on real goods and services and a reward-sharing contract. It also focuses on providing an ethical financial system with a motive of wealth redistribution, which will have a long term effect on poverty alleviation (Hayat, 2009). Islamic microfinance is basically a microfinance that employs Islamic financial principles in providing financial services to the poor.

The Islamic approach to poverty alleviation ideally involves comprehensive approaches including increasing income levels with pro-poor programs, achieving an equitable distribution of income and providing equal opportunities for all social segments. It has globally achieved great accomplishments over the last 30 years. It has shown that poor people can be viable customers and that Islamic microfinance can create strong institutions which focus on them. Although many studies have examined the contributions of the conventional Micro-Finance Banks (MFBs) on poverty alleviation in Nigeria, but none have examined the contributions of the Islamic finance in alleviating poverty among Small and Medium Entrepreneurs in Borno State, Nigeria. Specifically, this paper seeks to:

i. examine the roles of Islamic finance towards the dispersion of credit among Small and Medium Entrepreneurs in Borno and Yobe State,;
ii. assess the extent to which Islamic finance institution has successfully helped to improve the standard of living of Small and Medium Entrepreneurs in Borno and Yobe State,
iii assess the impact of Islamic finance on the growth Small and Medium Entrepreneurs in Borno and Yobe State,

Literature Review

The Concept of Islamic Micro-finance

Islamic finance as defined by Haruna (2017) is a financial relationship involving entrepreneurial investment which is subject to moral prohibitions. Islamic finance is based on principles that prohibit risk taking, interest earning, sinful activities, gambling, speculative trade and money lending to customers. It believes in trading based on real goods and services and a reward-sharing contract. It also focuses on providing an ethical financial system with a motive of wealth redistribution, which will have a long term effect on poverty alleviation (Hayat, 2019)

The concept of banking services in an Islamic way is an innovative practice in the Nigerian context. Nagarajah, (2009) stated that the idea begins in 1998 with operation of unit for Shariah compliant transaction known as non-interest banking (NIB) service by the then Habib Nigeria Bank (Now Bank PHB). Ehigiamusoe, G. (2011), pointed out that Nigerian banking system evolved as a result of very wide reforms under taking by the Central Bank Nigerian (CBN).

Similarly, from the beginning of the transformations, the policy derive is not only targeted at positioning and the growth of the banking and other financial institutions to play key roles for the development of other sectors of the economy, it also directed at persuading operational efficiency and enhancement. The mergers and acquisitions were conducted under the leadership of Charles Soludo as CBN Governor while the capital base of these banks has been amended (Adeleke 2021). The microfinance that operates a sharia transaction in Nigeria comprises of Tijarah microfinance which is noninterest microfinance in Bauchi State, North Eastern Nigeria;36 sharia based microfinance in Kano State such as Albasu, Gaya, Madobi, Bichi, Gwarzo in the North and Western part of the country such as Al-Hikmah microfinance in Lagos State, South-Western part of Nigeria and many others. These mentioned microfinances were engaged in the provision of financial services to the less income customers such as operators of micro-enterprises, fishermen, women, peasant farmers, youths and others (Al-Jarhi 2016).

Islamic microfinance engaged in the provision of financial product and services such as: MUSHARAKA is seen as a business in which both partners agreed to contribute labour and capital and share the profit based on the pre-agreed ratio, though loss will be based on the amount of money contributed. MUDARABA is a business partnership in which one will provides capital to the other person so as to use his labour and experience to invest the money in commercial transactions. The business come from the side of the first partner known as rabbulmaal and the management will be conducted by the second partner called mudarib. Also, profit sharing is based on pre-agreed sharing ration while loss will be left to capital provider known as rabbulmaal except when there is concrete evidence of misconduct, negligence and breach of contract mudarib (manager). MURABAHA is a sale contract that contains transaction through commodity purchase by the bank on behalf of the customer and letter resale the product to the letter on cost-plus-profit basis. And the bank will make it well known the cost and profit margin to the buyer.

The Concept of Poverty

The World Bank (2004) defines poverty as a condition where the basic human needs such as healthcare, education, food, water, shelters are not available. It further states in its 2002 publication that a person is deemed poor if his/her consumption level is less than US$1 per day. Dogarawa (2007) reports that Nigeria is, rated among the world's top 20 poorest nations. with high level of poverty, despite the amount of crude oil, natural gas and other natural resources the nation produces. As the decades have gone by, the number of people living in poverty continues to increase. However, the rate of poverty in Nigeria has dropped from 35.2% of population in 2010/2011 to 33.1% in 2012/2013, according to the World Bank country manager at the Nigeria Economic Report (2014). The causes of poverty have been ascribed to several factors. For Nnadi (2008), it is the impact of globalization on the Nigerian economy through a foreign direct investment decline and unemployment. Unfortunately, sumarising the Development Indicators report of the World Bank for Africa, Mohammed et al (2014) surmised that the hitherto veritable gateway to employment (education) is no longer certain. Corruption, defined by Transparency International as the abuse of power entrusted officially for private benefit has been fingered as yet another culprit (Ozoh, 2012). The lack of diversification of the economy resulting on over dependence on Oil, the lack of capital and the labour resources under-utilization of during the farming season are others (Igbuzor, 2004), The combination of these various complex poverty contributing factors also include negative and / or low economic growth, defective macroeconomic policies, lacuna in the labour market resulting in limited job growth, low productivity and low wages in the informal sector, and a lag in human resource development (Olowa, 2012).

Roles of Islamic Microfinance in Micro, Small and Medium Enterprises (MSMES)

Islamic microfinance has several major roles in micro, small and medium enterprises. Kefas (2006) submitted that Islamic microfinance was often considered one of the most effective and flexible in the fight against global poverty. It is sustainable and can be implemented on a massive scale necessary to respond to the urgent needs of the world's poorest people. Microfinance has also filled up certain gaps which the main stream banking has neglected in serving the people, particularly the poor. The nature of the gaps and examples of how such gaps have been filled by the microfinance institutions have been well documented.

Awojobi and Bein (2011) attest to the efficacy of the micro finance schemes in all the Middle East nations. The schemes have successfully enhanced employment opportunities, improved social and economic condition of the target, and raised real wages. These findings are also supported by Faisal (2017) who reports the comparative advantage of Islamic finance over the conventional alternative. Islamic financial products and services are available to all regardless of religious belief. Islamic microfinance products include *Salam* for financing agriculture and *Bay al-Muajjal-Murabahah* of providing working capital (Adams ,2020).

There are many models in operation. Alhabashi (2015) identified three main instruments Islamic Micro Finance (IMF) models. In the profit and loss model (*Mudaraba*), entrepreneur manages the project using the funds provided by the financial institution who bears the possible loss. In the *Musharka* model, a joint venture arrangement exists wherein both the entrepreneur and financial institution contribute to the capital and sharing of any profit or loss. In the *Murabaha* scheme, the bank procures the products and sells them to micro entrepreneur and with a markup.

The Islamic microfinance can contribute to poverty alleviation through increased income and standard of living, empowering the poor, developing the business sector, developing a parallel financial sector, improving quality of poor's life, and also improving health care and education (Kessy and Urion, 2006; Gebru and Paul, 2011; Okpora, 2010; Shirazi and Khan, 2009 and Durrani et al, 2011). Islamic microfinance is the provision of financial services, such as non-interest loans, savings, insurance, money transfers, and payments facilities to customers. It can also be used for productive purposes such as investments, seeds or additional working capital for micro enterprises. On the other hand, it can be used to provide immediate family expenditure on food, health, education, housing and health. Islamic microfinance is an efficient and effective way for poor people to increase their economic security and thus overcome poverty. It enables poor people to manage their limited income, reduce the impact of economic obstacles and increase their assets and income (Raza, 2017).

Dasuki (2006) recommends the group-based lending scheme and Ibn Khaldun's concept of *Asabiyah* which as a unifying force is analogous to the modern concept of social capital. In the *Qardhasan* savings/lending model, the loan depositor receives saving points instead of interest for the size and duration of the funds provided. After achieving a sufficient number of those points, the group member should be eligible for taking out a loan himself. The model which is a form of cooperative finance practice has been professionally applied by non-Muslim banks JAK Medlem, Nordspar (Sweden and Denmark) and by Strohalm Foundation (The Netherlands). The Islamic microfinance banks needs to institute measures that guarantee loan repayment. In the event of default by a group member, De Aghion and Morduch (2005) recommend that in line with the practice of the Grameen bank, such defaulter and the other group members will have to quit their membership of the bank. The other group members are likely to repay the loan on behalf of the defaulter since they would want to retain their beneficial membership of the bank. In effect, they are would, in the face of possible collateral liability be careful in admitting a group member. This is useful to micro-lenders in overcoming "adverse selection" problem.

Methodology

The study was conducted in Borno and Yobe States, it based on a survey of SMEs in the Study area data was collected through a structured questionnaire measured on five point likert scale purposive sampling to select SMEs patronizing the Islamic micro finance loans in Borno and Yobe States. From the books of the banks, The SMES were stratified by the average size of last loan taken and was divided into three categories: (a) Low loan volume, (b) Medium Loan volume, and (c) High Loan volume customers. Each of the categories (a) through (c) will be translated to actual Naira value. Low loan volume was bench-marked at a ceiling of N27,579, medium loan volume at a ceiling of N35,602 and the last category at any amount above N58,227. Kcrecia Morgan was used to determine sample size of 20 staff of Jaiz Bank and 175 SMES in Borno and Yobe States. Both descriptive and inferential statistics were was used data analysis

Model Specification

The study employed multiple regression analysis to test hypothesis. The multiple regression model is defined as:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \cdots \beta_n x_n + e_i$$

Where

$Y =$ Dependent variable

$x_{1-}x_n$= Independent variables

β_0 = Intercept of the regression line

$\beta_{1-}\beta_n$ = Slope of the regression line

e = Error term

For hypothesis 3

GRT= Growth

PSF= Provision of start-up fund

PR= Poverty reduction

PFIL= Provision free interest loan

The multiple regression model for this study is defined as:

$$Y = \beta_0 + \beta_1 GRT + \beta_2 PSF + \beta_3 PFIL$$

Results and Discussions

Table 1: Roles of Islamic Finance towards the Dispersion of Credit among SMES IN Borno and Yobe states

S/N	Statement	A	SA	UD	DA	SDA
1	Poverty reduction among SMEs	75(42.9%)	**87(49.7%)**	1(0.6%)	11(6.3%)	1(0.6%)
2.	Provision of seed money to SMEs	82(46.9%)	**91(52.0%)**	1(0.6%)	1(0.6%)	0(0.0%)
3.	Business training and social rehabilitation	57(32.6%)	**74(42.3%)**	21(12.0%)	12(6.9%)	11(6.3%)
4.	Promotion of socio-economic conditions and general welfare of SMEs	**66(37.7%)**	63(36.0%)	5(2.9%)	31(17.7%)	10(5.7%)
5.	Provision free interest loan to SMEs	**89(50.9%)**	52(29.7%)	4(2.3%)	18(10.3%)	12(6.9%)

Source: Field survey, 2022

Table 1 shows the roles of Islamic finance towards the dispersion of credit among SMEs in . Item one above, shows that 42.9% of the respondents agreed with the statement, 49.7% strongly agreed, 0.6% were not sure, 6.3% disagreed and 0.6% strongly disagreed. This means that poverty reduction among SMES is one of the roles of Islamic finance towards the dispersion of credit among cattle breeders in Maiduguri Metropolis. Item two 46.9% of the respondents agreed with the statement, 52.0% strongly agreed, 0.6% were not sure, 0.6% disagreed and 0.0% strongly disagreed. This implies that provision of seed money to SMEs is one of the roles of Islamic finance towards the dispersion of credit among SMEs in Borno and Yobe State. From item three, 32.6% of the respondents agreed with the statement, 42.3% strongly agreed, 12.0% were not sure, 6.9% disagreed and 0.0% strongly disagreed. It can be inferred that business training and social rehabilitation is one of the roles of Islamic finance towards the dispersion of credit among SMEs in Borno and Yobe State. Item four shows that 37.7% of the respondents agreed with the statement, 36.0% strongly agreed, 2.9% were not sure, 17.7% disagreed and 5.7% strongly disagreed. This suggest that promotion of socio-economic conditions and general welfare of among SMEs in Borno and Yobe State is one of the roles of Islamic finance towards the dispersion of credit among SMEs in Borno and Yobe State. Item five above, shows that 50.9% of the respondents agreed with the statement, 29.7% strongly agreed, 2.3% were not sure, 10.3% disagreed and 6.9% strongly disagreed. It can be deduced that provision free interest loan to SMEs is one of the roles of Islamic finance towards the dispersion of credit among SMEs in Borno and Yobe State

Table 2 Summary of Multiple Regression Analysis on the Impact of Islamic Finance Institutions on SMEs

Variable	B	S. Error	t-value	P-value	Remark
PSF (X_1)	0.552	0.165	3.336	0.003	S
PR (X_2)	0.404	0.143	2.826	0.010	S
PFIL (X_3)	0.132	0.057	2.330	0.021	S
Constant	0.669	0.399	1.677	0.122	NS
F-value = 2.160				0.000	
R^2 = 0.772					

Dependent variable: GRT

Independent variables: PST, PR, PFIL

S = Significant, NS = Not significant

Table 2 shows a significant impact of Islamic finance institutions on SMEs in Borno and Yobe State Nigeria. This is because the P-value (0.000) of the ANOVA is less than the alpha value (α= 0.05). Hence, Islamic finance institutions have significant impact on the growth of SMEs in Borno and Yobe State Nigeria. The R^2 = 70% indicates that the model is suitable for explaining the impact of Islamic finance institutions on the growth SMEs in Borno and Yobe State. All the variables included in the model were significant in explaining the impact of Islamic finance institutions on the growth of SMEs in Borno and Yobe State These variables are: PST, PR and PFIL respectively.

The result shows that PSF (X_1) has a positive coefficient that was significant at 5% level. This implies that the start-up fund provided by the Islamic finance has significantly impacted on the growth of SMEs in Borno and Yobe State This finding aligns with the finding of Gumel, Saad and Kassim (2014) which indicated a significant improvement on customers' household income, health care status and children education and shown that Islamic microfinance is a powerful as well as an effective tool in poverty reduction.

The coefficient of PR (X_2) was positive and significant at 5% level. This implies that Islamic finance has significantly reduce poverty among SMEs in Borno and Yobe State. This finding agrees with finding of Ebimobowei, Sophia and Wisdom (2012) which analyzed microfinance and poverty reduction in Bayelsa State using descriptive statistics, indicated that there is a significant relationship among microfinance and poverty reduction in the study area.

The coefficient of PFIL (X_3) was positive and significant at 5% level. This implies that the free interest loan provided by Islamic finance has positively impacted among SMEs in Borno

Conclusion

Islamic micro finance will be effective in reducing the extreme nature of poverty in northern Nigeria by providing interest free credits to the disadvantaged and economically active population. The proposed model will be financially viable and sustainable in the long run, resulting from lower default rates and its diverse source of funds. Considering the challenges faced by the conventional microfinance institutions particularly operating in a Muslim dominated society like northern Nigeria and the prospect of Islamic microfinance and its number of benefits.

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Impact of Corporate Social Responsibility on the Growth of Procurement Firms in Lagos, Nigeria

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Abstract: *This study examined the roles that corporate social responsibility (CSR) plays on the growth of procurement firms in Nigeria. To achieve the objective, the study utilized survey design; and data was collected though a self-administered questionnaire from a number of 384 respondents who were management staff of five purposively selected procurement firms in Lagos, Nigeria. Statistical technique software SPSS was employed to aid the data analysis. Having analyzed the data, the study found out that corporate social responsibility activities positively impacted on the growth procurement and materials firms in Nigeria. The study recommended that procurement firms should voluntarily integrate both social and environmental upliftment in their operations. It is also advised that Government should fix minimum expected actions that public procurement firms should expend on corporate social responsibility activities.*

Keywords: *CSR; Growth; Procurement Firms; Materials Management; Social Relationship*

INTRODUCTION

The concept of social responsibility of organizations which is termed CSR has received considerable interest in Nigeria in recent years. Though, business ventures have been the major advocates of CSR, many non for profit motive organizations are beginning to utilize the concept so aptly. With so many non-profit organizations failing to achieve their societal values, many of them have begins to start considering CSR (Matten and Moon, 2004). A growing body of evidence asserts that corporations can do well by doing well. Well-known companies have already proven that they can differentiate their names and reputations as well as their services if they take responsibility for the well-being of the societies and environments in which they operate. These companies are practicing Corporate Social Responsibility (CSR) in a manner that generates significant returns to their businesses.

In the recent, there is a high rise in the quest for social responsibility from the Nigerian procurement and material management sector because of its importance to the economic development of any country. Corporate social responsibility (CSR) is the continuing commitment by procurement organizations to behave ethically and contribute to economic development while improving the quality of life of the workforce as well as the local community and society at large. The growing activities of procurement organizations in Nigeria have brought with them many side effects. Some of these consequences are positive while some are negative. The positive outcomes of industrialization include a general increase in the standard of living and a rise in the provision of better quality services and more community development programmes (Kazeem, 2011). The negative outcomes or social costs of the growth in the sector include the pollution of the environment, the increasing powerlessness of the individual consumer in a society dominated by big procurement organizations and corporate power, a rapid depletion of natural resources, etc. As a result of the declining resources of government to satisfy all the needs of the populace and the growing resources of the power of industry, the question has arisen as to what role the private sector should play in the society as a whole and for specific social groups in particular. This is what necessitated the emergence of CSR.

Corporate social responsibility is a nebulous concept that has been described in a number of ways, it is widely used in literature of sociology, anthropology, economics, politics and business administration .Most writers on corporate social responsibility see the concept as the disposition of an organization to exhibit ‘’missionary’’ rather than ‘’mercenary’’ attitudes toward the society. Corporate social responsibility in relation to business is the obligation of a business organization to pursue those lines of action, which are desirable in terms of objectives, and values of society. (Lawal and Sulaimon, 2007) defined it as ‘’ intelligent and objective concern, which restrains individual or corporate behaviour from ultimately destructive activities, no matter how immediately profitable, and leads to the direction of the positive contribution to human betterment. Presumably, corporate executives as agents of the owners are to be responsible for conducting the business in accordance with the desire of the owner while conforming to the basic rules of the society. The responsibility has three broad facets (Ikpeze, 1981). First is the contribution to charity. Second is the elimination of social costs. The third facet of social responsibility is the adoption and observance of ethical codes aimed at reducing business malpractices.

The purchasing organizations and units are often responsible for working with supplies to ensure the desired inward flow of materials and services. These firms may also be responsible for inventories of raw materials. The determination of production qualities and scheduling of machines and employees directly responsible for the production of goods and services are all within the domain of the production central department. The organizations handling distribution is usually responsible for the outward flow of materials from the firm to its customers. It may also be responsible for finished goods inventories and selection of transportation suppliers. It can be clearly seen that materials management is responsible for coordinating the efforts of purchasing and distribution. Hence, as we have already mentioned, materials management decisions together with appropriate CSR have a major cumulative effects on the profitability of a firm, the effectiveness of an enterprise and thus it attract considerable corporate growth.

By being committed to the societies by the procurement organizations, it protects the organizations by ensuring that the minimum legally required activities to satisfy societal expectation are done. Accommodative approach (do the minimum ethical required) is an acknowledgement of the need to support social responsibility. Procurement organizations adopting such strategy accept their social responsibility role and try to satisfy criteria of economic, legal and ethical responsibility. Proactive approach to social responsibility is designed to meet all the criteria of social performance, managers taken a proactive approach embrace the need to behave in socially responsible and gout of their ways to learn about the needs of different stakeholders and are willing to utilize organizational resources to pursue the interest of the stakeholders (Ogbeuchi, 1998). The objective of this paper therefore, is to evaluate the impact of corporate social responsibility on the growth of procurement firms in Nigeria.

REVIEW OF LITERATURE

Conceptualizing the Corporate Social Responsibility

Jenkins (2005) argues that, while the current wave of interest in corporate social responsibility (CSR) dates from the early 1990s, it is only a new manifestation of 'a longstanding debate over the relationship between business and society'. Since the rise of the corporation in the late nineteenth century, this debate has continued, through periods 'when the power of corporations is in the ascendancy and periods in which society attempts to regulate the growth of corporate power' (Ibid). In these periods when corporations have become subject to public criticism and attempts at regulation, they have attempted to re-establish their legitimacy by adopting CSR style strategies. In the late nineteenth century the emergence of large corporations and the era of the robber barons in the US led to the development of the anti-trust movement. In response, corporations emphasized corporate responsibility and philanthropy in order to prove that government regulation was unnecessary (Richter, 2001).

Corporate social responsibility has to do with an organization going out of his way to initiate actions that will impact positively on its host community, its environment and the people generally. It can be seen as a way of acknowledging the fact that some business fall outs have adverse effects on the citizens and society and making efforts to ensure that such negative impact are corrected. Posk, (2009) as a matter of fact, believe that corporate social responsibility means that a corporation should be held accountable for any of its actions that affect people, communities, and its environment. It implies that negative business impacts on people and society should be acknowledged and corrected, if possible. It may require a company forgoing some profits if its social impacts are seriously harmful to some of its stakeholders or if its fund can be used to promote a positive social good.

In emphasizing the ecological conceptualization of social responsibility, Buchholz (2001) noted that any good definition of social responsibility must contain if not all, most of the following; Responsibility that:

i. *goes beyond the production goods and services at a profit.*
ii. *helps in solving important social problems those that the organization are responsible for creating.*
iii. *makes corporations have greater constituency than stockholders alone*
iv. *makes corporations have great impacts that goes beyond marketplace transactions, and*
v. *makes corporations serve a wider range of human values that can be captured by a sole focus on value*.

CSR can therefore be referred to as decisions and actions taken by organizations for reasons at least, particularly beyond the organization's direct economic or technical interest. For many corporate bodies giving to charities is a struggle really, their objective do not usually build-in the strategic need to support the communities that they serve. The focus totally is to maximize profit or financial returns. The thrust of their arguments centre around balancing their obligations to stakeholders, especially the shareholders.

Matten and Moon (2004) presents a conceptual framework for understanding corporate social responsibilities the, 'implicit' versus the 'explicit' corporate social responsibilities. Explicit CSR is about corporate policies with the objective of being responsible for what the society is interested in. Explicit CSR can for example be voluntary, self-interest driven corporate social responsibilities policies and strategies. Implicit CSR is a country's formal and informal institutions that give organizations an agreed share of responsibility for society's interests and concerns. Implicit CSR are values, norms and rules which result in requirements for corporations to address areas that stakeholders consider important. Business associations or individual organizations are often directly involved in the definition and legitimization of this social responsibility requirement.

The Concept of Procurement, Supply Chain and Materials Management

Cole (2001) stated that the purpose of supply –chain management is to synchronize a firm's function with those of its suppliers in order to match the flow of materials, services, and information with customer demand. Its strategic implications lie on the fact that the supply system can be used to achieve important competitive priorities. In addition, it involves the coordination of key functions in the firm such as marketing, finance, engineering, information systems, operations, and logistics. Jordan (1997) sees a supply chain as the inter-connected set of linkages between suppliers of raw materials and services that spans the transformation of raw materials into products and services, and delivers them to a firm's customers. The provision of information needed for planning and managing the supply chain is an important function in material management. One major consequence of supply-chain management is to control inventory by managing the flow of materials. Tijani-Alawe (2005) defines an inventory as a stock of materials used to satisfy customer demand or support the production of goods or services. Examples of such include customer orders for a finished product or requirements for component parts or supplies to support the production of a good or service. In addition to these, we also have scrap as another possible outward flow from materials inventory. It should be clear that both the input and output flows determine the level of inventory. For instance, inventories will normally rise when more materials flow into the tank that flows outside. Conversely, they fall when more flows out than flows in.

Adesayo (1999) classified three categories of inventory: raw materials (RM) work-in-process (WIP) and finished goods (FG). Raw materials are inventories needed for the production of goods or services; they are generally seen as inputs necessary in the transformation processes of the firm. Work-in-process consists of items such as components or assemblies needed for a final product in manufacturing as well as in some service operations (such as service shop, mass service providers, and service factories). Finished goods in manufacturing plants, warehouses, and retail outlets are the items that are sold to the firm's customers. Please note that the finished goods of one firm may be the actual raw materials sought by another firm for its transformation processes. Tijani-Alawe (2005) defines materials management as concerned with decisions about purchasing materials and services, inventories, production levels, staffing, patterns, schedules and distribution. Such decision often affects the entire organization, either directly, or indirectly. Operations and logistics therefore play a major role in supply- chain management. The belief in some quarters is that ideally, one person within the firm should make all such decisions concerned with materials management, more so that they are so inter-related. However, the sheer magnitude of this task in most firms (for example; with thousands of employees, tens of thousands of inventory items, husbands of work centers, several plants and thousands of supplies) often makes the suggestion impossible.

CSR and Procurement Management: The Nexus

Exploring CSR from procurement is justified because CSR in the contemporary times is becoming a potent tool used by business firms across the world to elicit support for company activities and for shaping people's worldviews (Tucker and Grimm, 2001; Raimi, 2012). This fact was corroborated by Finn (2011), that CSR has key role to play in corporate governance because the unbridled greed of boards, executive recklessness, corporate scandals and poor ethical standards in the conducts of corporation affairs precipitated global financial crisis. Therefore, there is need for the adoption of strong ethical values such as honesty, transparency, responsibility, fairness and integrity in procurement activities. These basic values he argued cut across business and ethical boundaries, and cannot be underplayed as they form part of the social contract that corporations signed with the society. Sequel to the financial crisis, he noted people of different dispensation as shareholders have started showing interest in the way their issues are managed; and procurement firms are giving importance to ethical issues. The model works that provide strong springboard for the present study are two. The first is the study by Epstein (2002) which examined the link between CSR and business. The second relevant work by Angelidis and Ibrahim (2004) explored the impact of individual's personal affiliations on Corporate Social Responsiveness Orientation.

Theoretical Anchor: Social Relationship Theory

It is a theory that focuses on interactions between individuals in their micro social group. The theory opines that people discuss issues and events in a face to face encounter, which orders their opinion, attitude and perception of such issues. As it relates thus, CSR activities and programs are further discussed by individuals in their informal settings. This theory as developed by Alfred Shutz in 1970 explained that media societies as active participants in the communication process. It therefore suffices that community and policymakers do discuss relationship strategies. The discussions and scrutiny therefore go a long way at determining the effect of such relationship. Ajzen (2001) while elaborating on the theory emphasized that it talks about interaction between different members of the society. In these interactions, interpersonal communication in a face to face situation takes pre-eminence and it is in this process that different members of the social group are able to influence one another.

METHODS

This study adopted a survey research design. The data used for this research were obtained specifically from primary source which involved using questionnaire to obtain data for research variables. The study population comprised of 551 management staff of randomly selected five reputed procurement firms in Lagos, Nigeria. The targeted population strictly comprised of management staff of the firms . These are procurement firms that have operated for at least ten years and are registered with government procurement regulatory agencies. A sample size of 377 was obtained using the formula given by Krejcie & Morgan. The sample of 377 was selected from the population using convenience sampling technique. The information gathered from the field was given and investigated with distinct measurements. The responses opinion and hypothesis were tried with mean, standard deviation and regression analysis was used to test the formulated hypothesis. Mean scores above 2.5 were accepted while values below were rejected indicating low acceptability of the question. The instrument was validated through construct validity and an exploratory factor analysis is employed to validate the underlying constructs of CSR on the growth of procurement firms. The result of reliability test shows a overall Cronbach Alpha of 0.811, indicating high reliability of the instrument.

RESULTS

Using the sample size determination technique, the study arrived at a sample size of 377. Questionnaires were therefore distributed to the staff of the selected procurement firms. The total response rate is approximately 98.4%. Of the 371 copies of returned questionnaire, only about 361 were retained because 10 of the returned copies of questionnaire were excluded for having missing values. This is shown in Table 1 below:

Table 1: Questionnaire Distribution and Retention

Description	Total
Questionnaire Distributed	377
Questionnaire Returned	371
Questionnaire with Missing Values	10
Questionnaire Retained	361

Source: Field Survey, 2021.

Out of the management staff of procurement firms sampled, 32 (8.9%) were between the age group of 18-27 years, 87 (24.1%) between 28-37 years, 200 (55.4%) between 38-47 years and 42 (11.6%) above 48 years. The marital status of the respondents shows that 133 (36.8%) were single, 139 (38.5%) were married, 28 (7.8%) were widows while 61 (16.9%) were widowers. This implies that the procurement firms is dominated by individuals who were married. The qualification of the respondents shows that 152 (42.1%) posses GCE/SSCE, 92 (25.5%) posses ND/NCE, 85 (23.5%) posses HND/Degree while only 32 (8.9%) posses Masters/PhD. This implies that graduates were more attracted to the procurement firms due to high level of unemployment for graduates.

Table 2: Dimensions of Corporate Social Responsibility of Procurement Firms

Question	Mean	SD
– Q1 parties provides the building of schools blocks	2.61	1.214
-Q2 There is sufficient donations by procurement firms for humanitarian causes	2.59	1.208
-Q2 procurement firms sponsors for youth development programmes	3.58	1.070
-Q4 There is provisions for communities projects	3.68	1.023
-Q5 Procurement firms provides necessary support constituency projects	3.49	1.247
Average	3.91	.542

Source: Field Survey, 2021.

With respect to the dimension of CSR, the mean for respondents response to the question on CSR was 3.91 (SD=.542) indicating that the respondents rate high on the dimension of CSR. Specifically, the mean score for Q1 was 2.61. The model one which indicated that CSR affect the growth of procurement firms was also significant with $F(1,359) = 449.185, p < 0.001$ as shown in Table 3. Also the model one explains 0.556 or 55.6% of the moderation between entrepreneurial orientation and performance. The model reports the following: $R = 0.746$, $R^2 = 0.556$, Adjusted $R^2 = 0.555$ as Table 5 reports.

Table 3a: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.588	1	25.588	449.185	.000[b]
	Residual	20.450	359	.057		
	Total	46.038	360			

a. Dependent Variable: Growth

b. Predictors: (Constant), CSR

Source: Author computation

Table 5b: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746[a]	.556	.555	.239

a. Predictors: (Constant), CSR
b. Dependent Variable: Growth

As indicated in the result of the analysis, the null hypothesis was rejected indicating that CSR positively affect the growth of procurement firms. Similar research conclusions were reported by Rosenbusah, Rauch & Bausch (2011) result suggested that environmental actions and supports affect firms' performance. However, Mojtaba, Hossien & Staffen (2013) study on the role of CSR on corporate performance, findings were inconsistent with result from the present study as result indicated that all moderators were negative. Similarly, Aluisisu & Rosli (2015) study negates our submissions.

CONCLUSION AND RECOMMENDATIONS

This study has been able to identify the effect of corporate social responsibilities on the growth of procurement firms in Nigerian society. This indicates that corporate social responsibility contributes to a way of living a healthy life in the community. Procurement organizations has to give back to the society in which they operate; clean up all forms of environmental hazards or issues; and also provide infrastructural facilities to the society as a way of giving back and developing the society. A company cannot progress positively in a retrogressing society. It is therefore recommended as follows.

i. Procurement firms should voluntarily integrate both social and environmental upliftment in their business philosophy and operations.
ii. Corporate social responsibilities should be seen by the procurement organizations as social obligations that organizations owe their shareholders, the local (host) community, general public, customers, employees and the government in the course of operating, such that CSR should be included in the law and enforced on the procurement firms accordingly.
iii. Government should fix a minimum expected actions procurement firms should expend on corporate social responsibility activities.
iv. It is recommended that while improvement in the participation volumes by procurement firms is desirable, they should close ranks and forge common attention to address certain corporate social responsibility factors, especially those bothering on security.

LIMITATIONS AND FUTURE RESEARCHES

The present study was carried out in Lagos, Nigeria, it is imperative for a study of this nature to be replicated in other parts within the country to see if there are variations in the study findings. The study was also limited to procurement organizations in Nigeria; other non-profit organizations and some service organizations can also be explored.

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Carbon Reporting and Supply Chain Performance Effectiveness of Oil and Gas Companies in Rivers State

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Abstract: *This study focused on carbon reporting and supply chain performance effectiveness of oil and gas companies in Rivers State. The survey research method was employed for the study on a population comprised 295 oil and gas companies resident in Rivers. Afterward, the Taro Yamane's formula was used to turn up 170 oil and gas companies as the sample size for the study. A 5-point likert-scale questionnaire was administered to respondents, of which out of the 510 copies of the questionnaire distributed, 405 were returned and after data cleaning, 286 (71%) were useful for analysis. The study adopted descriptive statistics and simple regressions method for data analysis. The results disclosed that carbon reporting has a positive and significant influence on cost containment and performance reliability. The study therefore, concludes that, carbon reporting significantly influences supply chain performance effectiveness of oil and gas companies in Rivers State, and recommends that, to reduce carbon emission to a low extent, the government should institute an accounting regulatory body to issue a precise benchmark on carbon reporting in order to attract optimistic supply chain performance effectiveness.*

Keywords: *Carbon reporting, Cost containment, Performance reliability, Supply chain performance effectiveness.*

Introduction

Collaboration is necessary for firms in a supply chain. A much-increased necessity for collaboration between partnering firms in sustainable supply chain management ought to be timely inexamining anextendedfraction of the supply chain (Seuring& Müller, 2008). If emissions are such a hugefraction of a firm's supply-chain carbon footprint, it becomes important to be aware of the degree to which firms are evaluating those emissions. Bostrom *et al.*(2015) highlight that one of the major challenges in improving sustainable supply chain control is information breaches concerning the sustainability influences of products and processes all the way through a supply chain.

Information regarding supplier vulnerability to climate change and greenhouse gas guidelinepermits firms to make healthier decisions and condense risks linked with carbon emissions (Jira &Toffel, 2013). Devoid of an understanding of upstream emissions, firms may fail to notice the most gainful carbon alleviation strategies, chieflyspecified that such a hugepiece of emissions emanate from the supply chain. Quantifying carbon emissions contained by the supply chain has considerable advantages, save for espousal has been sluggish. Working in partnership with suppliers to curtail pollution has a major impact on manufacturing and environmental performance as well (Vachon & Klassen, 2008). Suppliers are more prone to disclose carbon emissions if they face more demands from buyers and if buyers become visibly more steadfast to using it (Jira &Toffel, 2013). Companies' encountergrowingdemands to quantify supply chain emissions (Jira &Toffel, 2013; Reid &Toffel, 2009).

Companies face numerous confrontations in bringing together carbon emissions further than company thresholds as it was establish that merely a modestmore than half of all suppliers that are requested to share climate change information respond (Jira &Toffel, 2013). Even when carbon emissions data is accessible, it may still be challenging to evaluate the quality of the data (Kolk, Levy & Pinkse, 2008; Melville &Whisnant, 2014). The use of carbon emissions as a performance metric has also led to many discussions on how far upstream should carbon emissions be measured and how to evaluate its fullness (Busch, 2010, 2011; Murray, Wiedmann & Dey, 2011; Hoffmann & Busch, 2008). The category and scope of carbon emissions data composed will for the most part be driven by what will influence stakeholders (Marland, Buchholz & Kowalczyk, 2013). However, devoid of a yardstick, it is hard to evaluate how all-inclusive and flourishing companies are in accumulating information.

As the carbon emissions could have a considerable effect on business activity and behavior (Saka & Oshika, 2014), companies need to regulate and limit CO2 emissions and take into justification the climate facets in their business strategy (Gallego-Álvarez, Rodríguez-Domínguez & García-Sánchez,, 2011). It is clear as crystal that carbon emissions are gravemechanisms of sustainability, accordingly reporting activities can be related to carbon matters (Lodhia & Martin, 2012). Carbon reporting perhaps will be a fundamental tool to exertdemands on firms to lower their emissions, hencemay well have a task in realizing climate mitigation intents (Ennis, Kottwitz, Lin & Markusson, 2012). The Department for Environment, Foods and Rural Affairsprojected that in 2021 four million tonnes of CO2 emissions could be savedby disclosing CO2 emissions information (Carbon Trust, 2012).On average, businesses report ten out of 19 indicators that have been made in the disclosure directory and established that the volume of carbon information are dissimilar between companies, sectors and countries (Prado-Lorenzo *et al.,* 2009).

The literature on carbon emission disclosure also categorizes a changeability of reasons why firms may act to disclose carbon information.Relative to corporate characteristic and general contextual factors, internal organizational factors have been less researched in the literature on voluntary corporate behavior (Howard-Grenville, Nash & Coglianese, 2007) and corporate disclosure (Adams, 2002). Therefore, it is imperative to think about the influence of carbonreporting, since the link between carbon reporting practices and firm performance remains inadequate (Ennis *et al.,*2012). We need to acknowledge the fact that, mounting greenhouse gases (GHG), obviously carbon dioxide in atmospheres (CO2) show the way to global warming,presenting emissions as enormous portions of a firm's supply-chain carbon footprint.This raises the question whether carbon reporting influences supply chain performance effectiveness. This study therefore, investigates the influence of carbon reporting on supply chain performance ofoil and gas companies in Rivers State of Nigeria?

Objectives of the Study

The broad objective of this study is to evaluate the effect of carbon reporting on supply chain performance effectiveness of firms in Nigeria using the oil and gas industry. The specific objectives are to:

i. Investigate the effect of carbon accounting on cost containment of oil and gas companies in Rivers State.

ii. Examine the effect of carbon accounting on performance reliability of oil and gas companies in Rivers State.

Literature Review and Hypotheses

Theoretical Foundation

This study is anchored on the stakeholders theory and signaling theory.

Stakeholders Theory

Stakeholder theory speculates that the firm's accomplishment is dependent upon the successful management of all the interactions that a company has with its stakeholders (Ullman, 1985). Businesses that put up relationships with stakeholders founded by mutual trust and cooperation can show the way to a competitive advantage (Jones, 1995) and be a basis of better-quality performance (Barney, 1991). Conversely, if a little or every one of these stakeholders become discontented, the business will be unable to carry on as a going concern (Clarkson, 1995). In environmental management point of view, "stakeholder theory envisages that if businesses attempt to lower their embedded costs by performing environmnentally negligent they will in point of fact sustain advanced unequivocal costs, which can result in a competitive drawback (Galbreath, 2006).

Signaling Theory

Signaling theory enables companies disclose value relevant information to satisfy investors' demands for information (Wang & Hussainey, 2013). Signaling theory assumes that managers have superior information as compared to outside investors on company's expected future performance, even with the assumption of an efficient capital market, and managers may enhance the quality of their financial reporting by voluntarily providing additional disclosures (Healy & Palepu, 2001).

Carbon Reporting

Carbon reporting is principally a novel concept which has cropped up in the last few years. Najah (2012:7) delineated carbon reporting as a "set of quantitative and qualitative information that relates to a firm's past and forecasted carbon emissions levels; its exposure to and financial implications of climate change associated risk and opportunities; and its past and future actions to manage these risks and opportunities". Carbon reporting was primarily premeditated as a detachment of environmental reporting and the majority of the reporting is arranged on a voluntary basis (Andrew & Cortese, 2011). Carbon-related disclosures have increased significantly in the last five years and many of these disclosures remain voluntary (Andrew & Cortese, 2011). Many researchers have revealed that a company that voluntarily provide carbon emission in the annual reports or sustainability reports can enhance its reputation for environmental responsibility and lead to economic benefits. However, detailed review in this area reports incompatible results, since the empirical results of this association have been inconclusive and even at variance.

Supply Chain Performance Effectiveness

Supply chain performance effectiveness according to Chen and Schmit, (1993) characterized supply chain performance effectiveness as the resource getting capability, and passes on as unconditionalaltitude of outcome achievement.It isdelineated as the portionflanked by the actual output and normal or expected output (Fugate, Mentzer & Stank, 2010; Tan, Lyman & Wisner, 2002).). This study defined it as the facility to realize pre-defined purposes. Basically, there are two underlying approaches to the concept of effectiveness in organization theory, namely external and internal approaches (Bin, 2007).

External organizational effectiveness is the most extensively used effectiveness decisive factor of a goal-attainment model, defines organizational effectiveness as the achievement of a deposit of organizational goals and objectives (Bin, 2007). Internal organizational effectiveness, on the other hand, is anchored on a well managed system and proficient internal processes. A business has a well managed system if its constituents are extremely integrated, information flows effortlessly, and employees attain good performance, take pleasure in job satisfaction and are loyalto the company. Two well-known indicatorsof supply chain performance effectiveness are cost-containment and performance reliability constructs:

Cost-containment: cost containment is defined as lower total spending or payer expenses compared to a regulated group, together with before-after assessments inside identical population and assessments to an analogous population (OECD/WHO/Eurostat, 2011). Cost containment indicator embraces such activities as cost in and outbound activities, warehousing costs, and inventory-holding cost, and increasing asset turnover.

Performance Reliability: indicator concentrates on such area as order fulfillment rate, inventory turns, safety stocks, inventory obsolesces, and number of product warranty claims (Won, Kwom & Severance, 2007).

Empirical Review

Dubisz and Golinska-Dawson (2021) examined the carbon footprint in an apparel industry supply chain with by means of a case study.A comparative study of the outcomes of two accessible CO2 measuring standards are offered for the same supply chain. The study applied the US EPA and UK DEFRA carbon footprint calculation methods and it was found that, the level of the CO2 emissions relied on the logistics parameters, such as distance, load factor and transshipment schedule. The techniques used for measuring of the carbon footprint do not entirely echo the real life requirements. The reported level of

CO_2 emissions rely on the used method for calculation.

Dragomir (2012) investigated GHG accounting procedures and disclosures of the top five oil and gas companies selected from the STOXX Europe Total Market Index Oil and Gas Producers index in the European Union (EU). The study evaluated the reliability of methodologies employed for emissions data gathering and aggregation of GHG emissions. The information enclosed in sustainability reports available by these companies was standardized against the Greenhouse Gas Protocol Standard. The result demonstrates that these five industry leaders have released reports enclosinginexplicable figures and methodological discrepancies.

Ennis, Kottwitz, Lin and Markusson (2012) disclosed that emissions levels do not influence the stock prices. The results imply that the market participants are not yet quick to respond to the carbon performance of companies. Furthermore, there is likelihood that the information accessible is not sufficient to supplyobviousindications to make a distinction between the companies' performance.

Andrew and Cortese (2011) focused on carbon related data produced by Australasian mining companies in conformity with the Information Request sent to them by the CDP over a three year period. The outcomeexposed that CDP information is not comparable in view of the fact that the companies employed a mixture of techniques for their disclosures and thus restricted in its effectiveness.

Ziegler, Busch and Hoffmann. (2011) and Griffin and Sun (2012) established a positive association between the disclosure of carbon reduction measure and climate change information with stock performance.

Jacobs, Singhal and Subramanian (2010) confirmed that improved environmental performance can also offer admission to new markets, hence will result in enhanced revenue. Improved environmental performance can also affect costs, leading to improved performance.

Al-Tuwaijiri *et al*. (2004) found a significant positive relationship between environmental performances and economic performance, suggesting that good environmental performance results in enhanced economic performance.

Conversely, the study of Sarkis and Cordeiro (2001) disclosed a negative association between pollution prevention and end-of-pipe efficiencies with the return on sales, Prado-Lorenzo *et al*. (2009) found a negative association between GHG disclosure and return on equity whereas Stanny and Ely (2008) discovered no relationship between carbon disclosure and investment, additionally suggesting that carbon disclosure does not power a firm's performance.

From the review of literature, the following conceptual framework was designed for the study

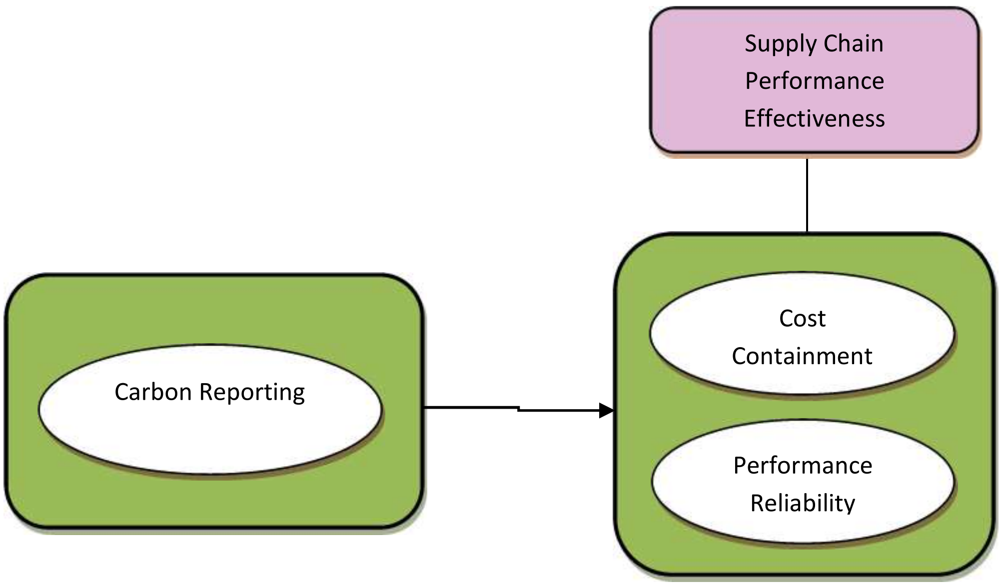

Figure 1: Conceptual Framework of Carbon Reporting and Supply Chain Performance Effectiveness

Source:*Designed by the Researchers (2022)*

From the review of conceptual framework, the following hypotheses were formulated:

Ho$_1$: Carbon reporting does not significantly influence cost containment of oil and gas companies in Rivers State.

Ho$_2$: Carbon reporting does not significantly influence performance reliability of oil and gas companies in Rivers State.

RESEARCH METHODOLOGY

The aim of the study is to pinpoint the direction and strength of the effect of carbon reporting on the supply chain performance effectiveness. For this purpose the oil and gas sector of Nigeria has been taken into account. A framework for data collection and analysis was used based on quantitative approach and non probability convenience. The population of the study was two hundred and ninety-five (295) oil and gas companies registered in Rivers State Ministry of Commerce and Industry, Port Harcourt, while the sample size of one hundred and seventy (170) was obtained through the Taro Yamane's formulae (1973) formula for estimating sample size. The data were collected through questionnaires sent to top-level executives in one hundred and seventy (170) oil and gas companies. The questionnaire consisted of three main sections, explicitly the profile of the company and implementation of carbon reporting and specific questions designed to measure the supply chain performance effectiveness constructs. All items of were measured using Five-point Likertscales ranging from "very low extent" to "very high extent.The questionnaires were hand delivered to respondents who were mainly in Operations. Out of the 510 copies of the questionnaire distributed, 405 were returned and after data cleaning, 286 (71%) were useful for analysis. The study adopted descriptive statistics and simple regressions method for data analysis. The data acquired through the questionnaire were analyzed and interpreted with simple frequency and percentage. Analysis of the effect of "carbon reporting" on "supply chain performance effectiveness" was done using regression analysis in respect of the two research objectives and hypotheses. Regression analysis tends to show the size of contributions of the predictor to variations in the dependent variables.

RESULTS

Regression analysis tends to show the size of contributions of the

predictor to variations in the dependent variables.

Test of Hypotheses

Influence of Carbon Reporting on Cost Containment

Table 1: Influence of Carbon Reporting on Cost Containment (n=286).

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.654[a]	.428	.419	4.06454

a. Predictors: (Constant), Carbon Reporting

b. Dependent Variable:Cost Containment

Source: Authors Computation based on SPSS Window Output, 2022

The table shows the model summary. It shows how much of the variance in the dependent variable (cost containment) is explained by the independent variable (Carbon Reporting). In this model, the value of R square is 0.428. When expressed as a percentage, it shows that Carbon Reporting accounts for 42.8% of variances in cost containment. The remaining 57.2% is due to other variables that will affect cost containment but are not present in the model.

Table 2: ANOVA of the influence of Carbon Reporting on Cost Containment

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2447.670	1	2447.670	49.386	.000[b]
Within Groups	3271.063	285	000		
Total	5718.733	286			

a. Criterion: Cost Containment

b. Predictor: Carbon Reporting

Source: Author's Computation based on SPSS Window Output, 2022.

The results of the findings above revealed that the level of significance was 0.00 which is less than 0.05. This implies that the null hypothesis is rejected and the regression model is significant in predicting the effect of Carbon Reporting on Cost Containment.

Table 3: ***Coefficients of influence of Carbon Reporting on Cost Containment***

Model		Unstandardized Coefficients B	Std. error	Standardized Coefficients Beta	T	Sig.
1	(constant)	1.5763	.151	400	19.362	.000
	Carbon Reporting	1.586	136	.654	11.636	.000

Dependent Variable: Cost Containment

Source: Author's Computation based on SPSS Window Output, 2022.

The table above shows how carbon reporting contributes to the prediction of cost containment. The beta is 0.654 and p-value of 0.00 lesser than 0.05% which is the critical value. This implies that Carbon Reporting is accumulated to 65.4% of cost containment and since the p-value which is 0.00 is lesser than 0.05, this reveals that the null hypothesis is rejected and we can therefore conclude that Carbon Reporting has a positive impact on cost containment. The Coefficients value for Carbon Reporting which is 1.586 also reveals that Carbon reporting has a positive impact on cost containmentsince a unit increase in the Carbon reporting will bring about a 1.586 increase in cost containment..

Influence of Carbon Reporting on Performance Reliability

Table 4: Influence of Carbon Reporting on Performance Reliability (n=286).

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.690[a]	.552	.550	4.92483

a. Predictors: (Constant), Carbon Reporting

b. Dependent Variable:Performance Reliability

Source: Authors Computation based on SPSS Window Output, 2022

The table shows the model summary. It shows how much of the variance in the dependent variable (Performance reliability) is explained by the independent variable (Carbon Reporting). In this model, the value of R square is 0.552. When expressed as a percentage, it shows that Carbon Reporting accounts for 55.2% of variances in performance reliability. The remaining 44.8% is due to other variables that will affect performance reliability but are not present in the model.

Table 5: ANOVA of the influence of Carbon Reporting on Performance Reliability

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	867.944	1	867.944	35.786	.000[b]
Within Groups	4850.789	285	24.254		
Total	5718.733	286			

a. Criterion: Performance Reliability

b. Predictor: Carbon Reporting

Source: Author's Computation based on SPSS Window Output, 2022.

The results of the findings above revealed that the level of significance was 0.00 which is less than 0.05. This implies that the null hypothesis is rejected and the regression model is significant in predicting the effect of Carbon Reporting on Performance Reliability.

Table 6: ***Coefficients of influence of Carbon Reporting on Performance Reliability***

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. error	Beta	T	Sig.
1	(constant)	131	.057		2311	.000
	Carbon Reporting	604	.004	690	141521	.000

Dependent Variable: Performance Reliability

Source: Author's Computation based on SPSS Window Output, 2022.

The table above shows how carbon reporting contributes to the prediction of performance reliability. The beta is 0.690 and p-value of 0.00 lesser than 0.05% which is the critical value. This implies that Carbon Reporting is accumulated to 87.7 % of performance reliability and since the p-value which is .000 is lesser than 0.05, this reveals that the null hypothesis is rejected and we can therefore conclude that carbon Reporting has a positive impact on performance reliability. The Coefficients value for Carbon reporting which is 0.604 also reveals that Carbon reporting has a positive impact on performance reliability because a unit increase in the Carbon Reporting will bring about a 0.604 increase in performance reliability.

DISCUSSION

H01: Carbon reporting has no significant influence on cost containment. The results reveal that 42.8% of the variations in cost containmentis explained by carbon reporting, with accuracy of 99%, nearly 57.2% is explained by other factors. The effect of carbon reporting, though significant, has low explanatory power on cost containment. This means that hypothesis one did not accurately predict the outcome of the study, leading to rejecting the null hypothesis. This result is in line with Ziegler *et al.* (2011) and Griffin and Sun (2012) who found a positive association between the disclosure of carbon reduction measure and climate change information with stock performance

H02: Carbon reporting has no significant influence on performance reliability. The results indicate that 55.2% of the variations in performance reliability is explained by carbon reporting with an accuracy of 99%, nearly 44.8% is explained by other factors. In view of this, the effect of carbon reporting, though significant, have low explanatory power on performance reliability which implies that hypothesis two did not accurately predict the outcome of the study, leading to rejecting the null hypothesis. This finding does not collaborate the findings of Stanny and Ely (2008) that revealed no relationship between carbon disclosure and investment. Additionally, the findings of the study is not in line with that of Sarkis and Cordeiro (2001) who revealed a negative relationship between pollution prevention and end-of-pipe efficiencies with the return on sales, and Prado-Lorenzo *et al.* (2009) who found a negative association between GHG disclosure and return on equity. Their findings suggest that carbon disclosure does not influence a firm’s performance.

This study has provided empirical justification for a framework that identifies carbon reporting and describes its relationship with supply chain performance effectiveness within the context of Nigerian oil and gas sector. Previous studies supporting the importance of carbon reporting used and relate carbon reporting to firm’s performance, stock performance, environmental performance and economic performance and not with supply chain performance effectiveness. The major contribution of the present study is the development of carbon reporting through inclusiveviewpoints and, hence, exploring its influence on supply chain performance effectiveness. Based on a survey data of 334oil and gas companies, this study transmits extra weightiness, noting specifically that, operative carbon reporting has significant insinuations for supply chain performance effectiveness.

CONCLUSION AND RECOMMENDATION

This study examined the influence of carbon reporting on supply chain performance effectiveness of oil and gas companies in Rivers State. Research evidence confirmed that cost containment and performance reliability are influenced by the carbon reporting provided by a company. This implies that companies realize their supply chain performance effectiveness tendencies throughcost containment and performance reliability, when they adequately implement carbon reporting in their organizations.The study therefore, concludes that, there is a significant influence of carbon reporting on supply chain performance effectiveness of oil and gas companies in Rivers State, and recommends that, to reduce carbon emission to a low extent, the government should institute an accounting regulatory body to issue a precise benchmark on carbon reporting in order to attract optimistic supply chain performance effectiveness.

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