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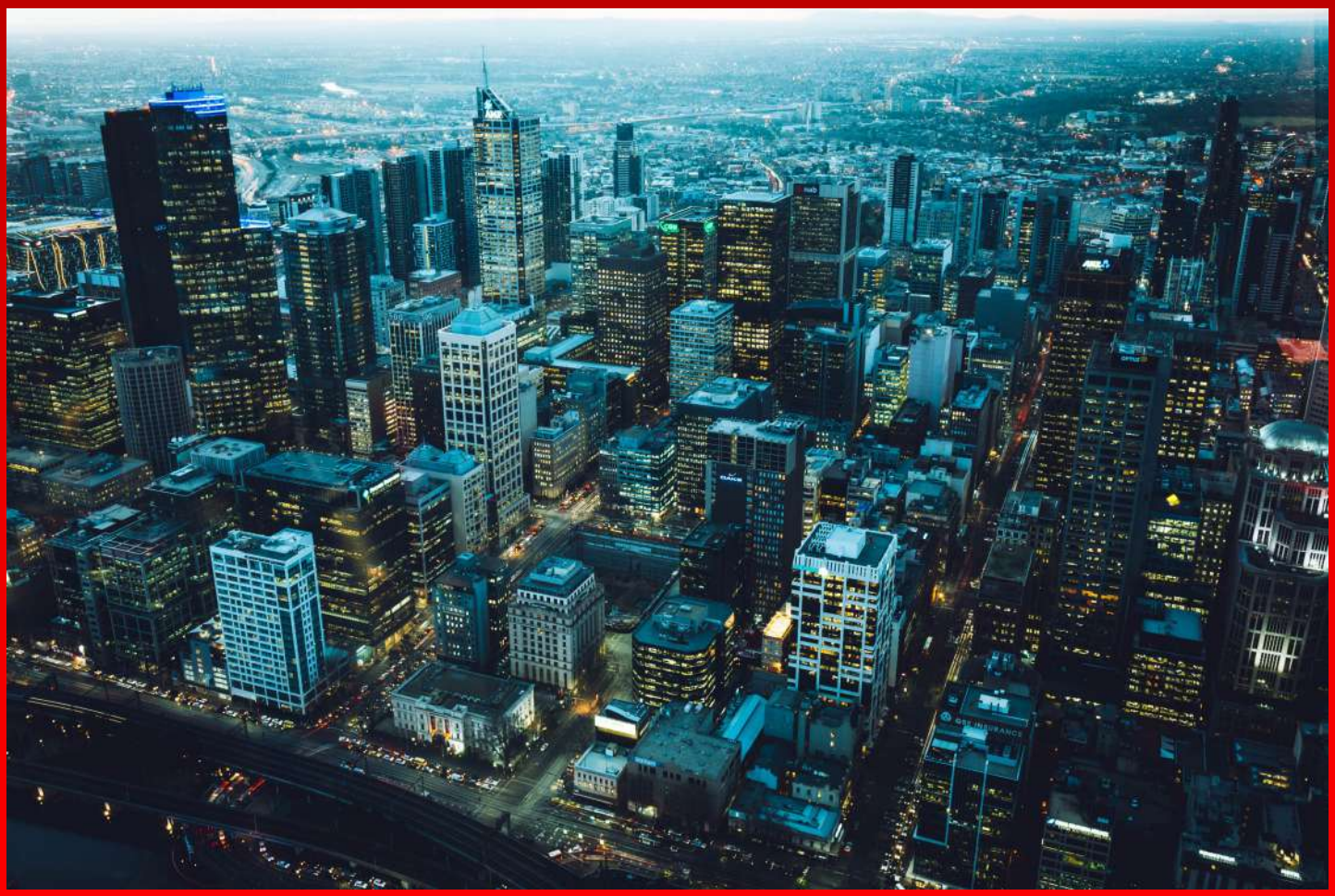

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Office Architectural Privacy and Employee Efficiency of Manufacturing Companies in Port Harcourt, Nigeria

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Abstract: *This study examined the relationship between office architectural privacy and employee efficiency of manufacturing companies in Port Harcourt. The study adopted the cross-sectional survey design. Primary data was generated through structured questionnaire. The population of the study was 253 employees of seven (7) selected manufacturing companies in Port Harcourt. The sample size of 154 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of the study revealed that there is a significant relationship between office architectural privacy and employee efficiency of manufacturing companies in Port Harcourt. The study recommends that manufacturing companies should*

Keywords: *Architectural Privacy, Employee Efficiency, Task Accomplishment, Timeliness Manufacturing Companies*

INTRODUCTION

Research has established that employee behaviour is influenced by office layout (Becker & Sims, 2001; Kraut, Fussell, Brennan, & Siege, 2002). Consequently, office layouts are constantly being designed and redesigned to improve effectiveness (Baldry & Barnes, 2012; Ferron, Pattini & Lara, 2011), aesthetic appeal (ElsbachandBechky, 2007; Ridoutt, Ball, and Killerby, 2002) and work efficiency (Robertson, Huang, O'Neill, and Schleifer, 2008). However, there is limited research that explores the impact of office architectural privacy design on employee efficiency.

Office layout means the systematic arrangement of office equipment, machines and furniture and providing adequate space to office personnel for regular performance of work with efficiency. Running a company is not as simple as it seems even if there is a streamlined process in place. You have a huge responsibility to cover all bases to steer it in the right direction. One of the most important factors to consider here is employee productivity or efficiency, which involves a number of aspects that have a huge effect on it. If we start from the most basic to lay down the right foundation in boosting employee productivity, a strategic office design is on top of the list.

A well-designed office space taking into cognisance the privacy of the user establishes a kind of working environment that offers a host of benefits to your employees. If you skip out on designing your office space strategically, your employees are likely to fall behind in completing tasks on time. Before buying or renting an office space, you should take a moment to consider both the pros and cons of its design. You should go through every detail and understand the impact it would have on your employees and the company as a whole.
Employees will be spending a huge chunk of their day inside the office, so an adequately lit and well-ventilated working area is a great motivator for them to go to work every day. A well-lit and well-ventilated work space is found to decrease the number of absences and increase satisfaction by 24%. In turn, productivity goes up by 16%. Truly, being comfortable while working decreases absences and boosts satisfaction, which, in turn, increases productivity? Comfort is crucial in the workplace, so providing ergonomic furniture is key to reducing injuries. This results in higher efficiency, employee satisfaction, and fewer absences.

Indeed, most employees will be sitting for hours during their shift, so a comfortable chair can keep them healthier. There will be reduced aches and pains in parts of their body from sitting for extended periods. What the eyes can see can either have a positive or negative effect on a person's brain activity, so adding a bit of color to your office can benefit your employees. The right combination reduces stress, boosts creativity, and raises morale. A study done by the University of Massachusetts found that adding color to your office can help employees, as it reduces stress, increases creativity, enhances morale, broadens their appreciation of diversity, and encourages discussions and expressions of opinions. You can choose the color theme for your office based on your industry's need. Specific hues improve certain brain functions that can help boost productivity at work. You can also mix in artistic pieces for added enthusiasm and inspiration.

More specifically, organizational culture has been shown to influence job satisfaction (Shiuand Yu, 2010) and organizational performance (Goodman, Zammuto, and Gifford, 2001). Given the reported influence of organizational culture on performance, organizational culture has been recognized as an important determinant of competitive advantage (Goodman et al., 2001). Previous research (Elsbachand Pratt, 2007; Heerwagen, Kampschroer, Powell, and Loftness, 2004) has revealed that the physical work environment can influence human interaction and its symbolic function. Three key office layout features that are frequently studied are 'architectural privacy', 'visual access' and 'physical proximity'.

Offices with fewer physical barriers and internal walls are described as being more open, with lower levels of architectural privacy and higher levels of visual access and physical proximity to other employees. Less studied is a fourth office layout feature, 'workstation equality', which refers to similarities between employee workstations. Workstation equality is often discussed in terms of what it symbolises (Zhang and Spicer, 2014), as opposed to its direct impact on behaviour. Employees within the same workplace can differ in terms of the privacy and space

offered by their workstation, and this symbolically represents differences in status between employees (; Zhang and Spicer, 2014). Status difference can, in turn, affect the way people within the organization communicate with one another (Welch, 1980).

The purpose of this study is to investigate the relationship between office architectural privacy and eemployee eefficiency of manufacturing companies in Port Harcourt, Nigeria.

This study was guided by the following

i. What is the relationship between office architectural privacy and task accomplishment in manufacturing companies in Port Harcourt, Nigeria?
ii. What is the relationship between office architectural privacy and service quality in manufacturing companies in Port Harcourt, Nigeria?
iii. What is the relationship between office architectural privacy and timeliness
iv. in manufacturing companies in Port Harcourt, Nigeria?

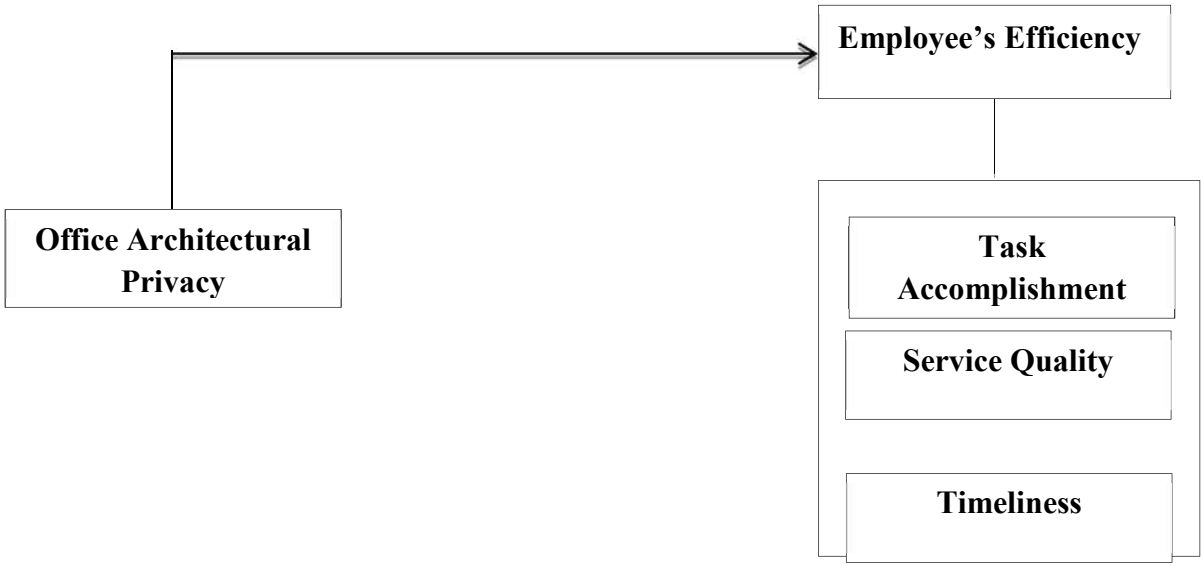

Fig.1 Conceptual framework for office architectural privacy and employee's efficiency

Source: Author's Desk Research, 2021

LITERATURE REVIEW

Theoretical Foundation

Kknowledge-Based View Theory

According to the knowledge-based view (KBV), innovative knowledge is what companies require to outperform others in an industry (Malik & Malik, 2008). KBV considers a firm to be a "distributed knowledge system" composed of knowledge- 28 holding employees, and this view holds that the firm's role is to coordinate the work of those employees so that they can create knowledge and value for the firm. Carlucci et al., (2004) contends that knowledge assets are as important for competitive advantage and survival, if not more important, than physical and financial assets. Knowledge and capabilities-based views in strategy have largely extended resource-based reasoning by suggesting that knowledge is the primary resource underlying new value creation, heterogeneity, and competitive advantage (Barney, 2001; Felin & Hesterly, 2007). Furthermore, Felin and Hesterly contend that research and practice are replete with empirical and anecdotal evidence of the primacy of individuals as the locus of knowledge and source of new value. An organizational capability (Tsai, Li, Tsai & Lin, 2012) is often established by a bundle of related knowledge which includes knowledge items and the level of such items.

KBV considers knowledge as the most important source for firms' competitive advantage (Feng, Chen & Liou, 2005). It has been argued that knowledge is a crucial resource of firm's strategies and the origin of competitive advantage as the integration of a bundle of knowledge rather than individual knowledge (Grant, 1996; Felin & Hesterly, 2007). Moreover, knowledge aids firms in strategic development of products and market, and provides an alternative way of achieving differentiation and competitive advantage. KBV has facilitated a shift from a competitive advantage that is based on market position to one that focuses on firm's capabilities (Felin & Hesterly, 2007). Moreover, the orientation of firm's strategies has been also changed from position-based to capabilities-based. Firms often absorb new knowledge to improve their capabilities 29 from collaborative partners by alliance (Kale & Singh, 2007) or developing effective models (Capron & Mitchell, 2009). KBV stresses knowledge-based competition and illustrates that firms can differentiate themselves on the basis of their KM strategies. While each of the individual knowledge assets is complex to acquire and difficult to imitate, firms that achieve competitive advantage through KM have also learned to combine their knowledge assets to effectively create an overall KM capability.

Architectural Privacy

Privacy can be defined as a feature of the physical environment. Often referred to as 'architectural privacy', it refers to 'the visual and acoustic isolation supplied by an environment' (Sundstrom, Burt, and Kamp, 1980, p. 102). Office architectural privacy influences the extent to which people are exposed to distractions and disturbances by others (Kupritz, 2003; Sundstrom et al., 1980). The use of walls and physical barriers create higher levels of architectural privacy; while large, open office spaces with no physical barriers separating workstations provide minimal privacy. Lower levels of office architectural privacy can lead to greater opportunity for

interaction, communication and collaboration (Becker and Sims, 2001; Kim and de Dear, 2013; Stryker, 2004), all of which are valued within clan cultures (Cameron and Quinn, 2011).

However, clan cultures also value relationships (Cameron and Quinn, 2011) and low levels of office architectural privacy can also lead to undesirable outcomes such as distractions and blurring of psychological boundaries (Sundstrom et al., 1980). While low levels of office architectural privacy can have both positive and negative effects (Becker and Sims, 2001; Kim and de Dear, 2013; Stryker, 2004; Sundstrom et al., 1980), other research (Kupritz, 2005) suggest that the effect of office architectural privacy levels may be dependent on other factors. Kupritz (2005), for example, found that individuals weighted office architectural privacy differently depending on their job type. Offices with walls and a door were found to minimise distractions for business professionals, managers and technical professionals, but not for administration support services. Office architectural privacy may also be perceived differently depending on the extent to which human interactions (such as communication and collaboration) are valued within the workplace.

For example, in organizations that value team communication, distractions and disturbances may not be viewed as negatively as in organizations that do not value interaction as highly, or that value hierarchical communication. As such, office layout may influence organizational culture. Office architectural privacy could, for example, influence the emergence and maintenance of 'clan culture', whereby teamwork and collaboration are valued cultural practices (Cameron and Quinn, 2011). To date, no research has focused on the effect of the level of office architectural privacy on workplace culture.

Employee Efficiency

Efficiency refers to how an organization uses its resources such as available funding and staff to achieve organization objectives. Efficiency measures include, per unit costs which refers to a measure of per unit cost and reveals how many resources are consumed in producing a unit of service, Cycle time: Measures the amount of time it takes for a process to be completed. Response time: Measures the amount of time it takes to respond to a request for service. Backlog: Measures the amount of work in queue, waiting to be processed. One way is to measure total work in queue waiting to be processed. Another way is to measure backlog as the amount of work not processed within a required or targeted time frame. Staffing ratios: Another way of looking at staffing is computing a ratio of staffing to a particular function or in comparison to the total organization and per unit equipment utilization: Measures the efficient use of equipment. Efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010).

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: reduced yield –from start up to stable production; process defects; reduced speed; idling and minor

stoppages; set-up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. According to Pinprayong and Siengthai (2012) there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and Community.

Many companies' returns are under pressure. This makes it important that employees carry out the correct tasks (effective) in the right way (efficient). By working efficiently, more can be produced with the same amount of input (resources)(1). In short, achieving more for lower costs, a higher return and less pressure.

Measures of Employees' Efficiency

Task Accomplishment

Task accomplishment is a measure of an employee's productivity and involves their contribution to overall organizational productivity and effectiveness, it refers to actions that are part of the formal reward system and addresses the prescription as indicated in the descriptions of the role (Williams and Karau, 1991). It shows the level or the extent an employee achieves a given target. In general, task accomplishment comprises of activities that translates the organizations policies, missions and resources into tangible and intangible goods produced by the organization and to enable efficient operation of the organization (Motowidlo et al., 1997). Thus, task accomplishment covers the fulfilment of the requirements that are part of the agreement between the employee and the organisation. Borman and Motowidlo (1993) pointed out that task accomplishment is the effectiveness and efficiency with which job incumbents perform activities that contribute to the organization's technical core and assist in moulding the psychological state of the organization (Borman and Motowidlo, 1993). They further suggested that in accomplishing a given task there are two aspects to it, which are interpersonal facilitation and job dedication. Interpersonal facilitation includes cooperative and helpful acts that help the effectiveness of co-employee. While job dedication includes self-disciplined and motivation to support organizational objectives and goals (Van Scotter and Motowidlo, 1996).

Service Quality

Service delivery is a continuous, cyclic process for developing and delivering user focused services. It is further defined in four stages as user engagement, service design and development, service delivery and lastly assessment and positive change of service (Dachs et al., 2004). Other scholars have propounded other definitions and according to Carrillat et al. (2007), service delivery is the physical access or reachability of services that meet a base standard. The later regularly requires detail as far as the components of service delivery, for example, essential equipment, medications and products, healthy workforce, and rules for

treatment. Service delivery denotes the ability of the client to pay for the services where data can be collected by facility visits or by household interviews (Berghman et al., 2006). In this study, service delivery was defined as the willingness and readiness of a workforce to provide services in a dependable, accurate and responsive manner while utilizing the available resources.

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

Timeliness

When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Olajide, 2000). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Banjoko, 1996).Armstrong (2006) stated that productivity is the time spent by an employee actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. As suggested by Bloisi (2003) the core cause of the productivity problems in the South African society are people's motivation levels and their work ethics.

Timeliness is recognized as an important component of work performance (Downs, 2008) Timeliness is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Downs, 2008) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan,

2010). According to Thompson et al (2010), accurate and timely information about daily operations is essential if managers are to gauge how well the strategy execution process is proceeding

Time is an essential resource since it is irrecoverable, limited and dynamic (Downs, 2008) Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static (Claessens, Roe &Rutte, 2009) According to North (2004) time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Effective time management is the key to high performance levels. Effective time management not only affects the performance of employees, but also helps to cope with stress, conflicts and pressure more efficiently North (2004).

Timeliness is a method managers used by managers to increase work performance (Claessens, Roe, Rutte 2009) Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments (Galbraith,2007). High performance in organizations is when an organization is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time (North, 2004) Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments (Phillips, Jory and Mogford, 2007).

Office Architectural Privacy and Employee Efficiency

Ilozor *et al.* (2002) who attempted to make the connection between the use of innovative work settings and improved organisational performance. The research was based on 102 work settings, with several null hypotheses on innovative work settings and organisational performance being tested for statistical differences using the Kruskal-Wallis H-test. In contrast to previous published research (Ilozor & Oluwoye, 1999), Ilozor et al. (2002) included a measure of the level of productivity. The study illustrates the use of innovative environments as a means of enabling greater interaction between office occupiers. This result also starts to give an indication as to the ingredients required when considering a creative and productive workplace. Ilozor et al. (2002) concluded that the physical properties of the office environments can be used to influence organisational performance. While this analysis is more developed than previous research undertaken (Ilozor and Oluwoye, 1999), it does suffer from the same main critique, which is that the data appear to be collected from facilities managers and not from the office occupiers themselves.

Based on this position, the following hypotheses are put forward:

H_{O1}: There is no significant relationship between office architectural privacy and employee task accomplishment in manufacturing companies in Port Harcourt, Nigeria.

Ho_2: There is no significant relationship between office architectural privacy and employee service quality in manufacturing companies in Port Harcourt, Nigeria.

Ho_3: There is no significant relationship between office architectural privacy and employee timeliness in manufacturing companies in Port Harcourt, Nigeria.

METHODOLOGY

The study adopted the cross-sectional survey design. Primary data was generated through structured questionnaire. The population of the study was 253 employees of seven (7) selected manufacturing companies in Port Harcourt. The sample size of 154 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Relationship between Office architectural privacy and Measures of Employee Efficiency

Table 1: Correlation for office architectural privacy and measures of employee efficiency

			Architectural Privacy	Task accomplishment	Service Quality	Timeliness
Spearman's rho	Architectural Privacy	Correlation Coefficient	1.000	.566**	.478**	.690**
		Sig. (2-tailed)	.	.000	.000	.000
		N	138	138	138	138
	Task accomplishment	Correlation Coefficient	.566**	1.000	.846**	.469**
		Sig. (2-tailed)	.000	.	.000	.000
		N	138	138	138	138
	Service Quality	Correlation Coefficient	.478**	.846**	1.000	.342**
		Sig. (2-tailed)	.000	.000	.	.000
		N	138	138	138	138
	Timeliness	Correlation Coefficient	.690**	.469**	.342**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	138	138	138	138

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

Source: SPSS output version 23.0

The table illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for:

Ho_1: ***There is no significant relationship between office architectural privacy and employee task accomplishment in manufacturing companies in Port Harcourt, Nigeria***

The correlation coefficient (r) shows that there is a significant and positive relationship between office architectural privacy and employee task accomplishment. The *rho* value 0.566 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between office architectural privacy and employee task accomplishment in manufacturing companies in Port Harcourt, Nigeria.

Ho_2: ***There is no significant relationship between office architectural privacy and employee service quality in manufacturing companies in Port Harcourt, Nigeria***

The correlation coefficient (r) shows that there is a significant and positive relationship between physical proximity and employee service quality. The *rho* value 0.478 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a moderate relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between office architectural privacy and employee service quality in manufacturing companies in Port Harcourt, Nigeria.

Ho_3: ***There is no significant relationship between office architectural privacy and employee timeliness in manufacturing companies in Port Harcourt, Nigeria***

The correlation coefficient (r) shows that there is a significant and positive relationship between office architectural privacy and employee timeliness. The *rho* value 0.792 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between office architectural privacy and employee timeliness in manufacturing companies in Port Harcourt, Nigeria.

DISCUSSION OF FINDINGS

The hypotheses examined the relationship between office architectural privacy and employee efficiency of manufacturing companies in Port Harcourt. The study findings reveal that there is a significant relationship between physical fittings and employee efficiency of manufacturing companies in Port Harcourt. The study finding agrees with the works of Kupritz (2003) and Sundstrom et al., (1980) that office architectural privacy influences the extent to which people are exposed to distractions and disturbances by others. The use of walls and physical barriers create higher levels of architectural privacy; while large, open office spaces with no physical

barriers separating workstations provide minimal privacy. Lower levels of office architectural privacy can lead to greater opportunity for interaction, communication and collaboration (Becker and Sims, 2001; Kim and de Dear, 2013; Stryker, 2004), all of which are valued within clan cultures (Cameron and Quinn, 2011). The current also aligns with Echaaobari, Ihunda and Adim (2018) who found that there is a significant relationship between collaboration strategy and employee performance in oil producing companies in Port Harcourt, Nigeria.

However, clan cultures also value relationships (Cameron and Quinn, 2011) and low levels of office architectural privacy can also lead to undesirable outcomes such as distractions and blurring of psychological boundaries (Sundstrom et al., 1980). While low levels of office architectural privacy can have both positive and negative effects (Becker and Sims, 2001; Kim and de Dear, 2013; Stryker, 2004; Sundstrom et al., 1980), other research (Kupritz, 2005) suggest that the effect of office architectural privacy levels may be dependent on other factors. Kupritz (2005), for example, found that individuals weighted office architectural privacy differently depending on their job type. Offices with walls and a door were found to minimise distractions for business professionals, managers and technical professionals, but not for administration support services. Office architectural privacy may also be perceived differently depending on the extent to which human interactions (such as communication and collaboration) are valued within the workplace.

CONCLUSION

Based on the findings, the study affirms that optimal solution would require complete knowledge of all office layout circumstances now and of the future, and that the encouragements of good office layout attitude on the organization will allow employee to be more engaged on their job. These can make employees to be more dedicated, absorbed and show high level of vigor on their job, which in turn can increase productivity and enhance profit making. This study thus concludes that office layout significantly influences employee efficiency of manufacturing companies in Port Harcourt.

Recommendations

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

i. Manufacturing companies should solve workplace design problems and provide employees with comfortable, attractive workplace that support employee satisfaction and well-being.
ii. Manufacturing companies should provide sufficient and flexible furniture supported by suitable height panels to facilitate communication as well as visual and acoustical privacy.
iii. Manufacturing companies should provide for semi closed plan for the administration building spaces through the integration of small offices into large one and the using of transparent partitions and systems furniture to separate between spaces to

provide visual expansiveness, natural lighting and fresh air to reach all of the interior spaces.

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Problems and Prospects of Social Welfare Administration in Nigeria: A Study of the Covid-19 Response Strategies in Enugu State

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Abstract: *Over the years, social welfare administration has been a major challenge for developing countries especially Nigeria. Successive governments have accordingly made efforts to address social welfare issues in Nigeria. However, despite these laudable measures to address the socio-economic hardship occasioned by COVID-19, the present socio-economic well-being of the citizens is seemingly poor. Regrettably, Nigerians are seen on daily basis lament the hardship they are facing in the light of COVID-19 pandemic. It was against the foregoing that the study examined problems and prospects of social welfare administration in Nigeria with focus on the covid-19 response strategies in Enugu State. The study aimed to ascertain the effects of federal government cash disbursement and food items on reduction of poverty rate occasioned by the outbreak of COVID-19 pandemic in Nigeria; investigate the contributions of Federal Government's intervention funds towards improving the healthcare facilities for people in the face of corona virus pandemic in Nigeria; and determine the effects of politicization of distribution of social welfare administration relief materials on economic revival of the needy and vulnerable following the outbreak of corona virus pandemic in Nigeria. Content analysis design was adopted to review secondary data. Findings revealed that Administration of welfare packages is not transparent and efficient in Nigeria; hence target beneficiaries are often skipped. Welfare administration is politicized in such a way that party affiliation is taken into consideration in the distribution of palliative measures. Another dimension to the problem of social welfare administration in Nigeria is the practice hoarding of relief materials meant for the people by the stakeholders in government circle. These corrupt and criminal acts undermine efforts at improving the socioeconomic wellbeing of the people. Hence, the study recommended that: Disbursement of cash or cash transfers and distribution of food items as social welfare response measures should be efficiently monitored to make sure that the target beneficiaries are reached; there is urgent need to improve healthcare infrastructure in Nigeria; and in order to achieve result from government's social welfare administration, stakeholders in the business of aid administration must shun all manner of corrupt practices and politicization of welfare programmes.*

Keywords: *Social Welfare, Administration, Covid-19, Response Strategies*

Introduction

In the world at large, government administration of social welfare services is made more visible in the time of emergency, pandemic or outbreak of diseases. In this case, it is apt to argue that the true test of leadership and governance is not only in the performance of routine

tasks, but in prompt response to alleviate or reduce the sufferings of the masses through adequate provision and efficient administration of social welfare packages in times of global crises and pandemic such as EBOLA, Corona virus code named COVID-19 among others. Under the international human rights law, Nigeria's government has an obligation to protect people's right to an adequate standard of living, including adequate food and nutrition, the highest attainable standard of health, and rights to social security. In times of economic crises, countries must demonstrate that they have made every effort to mobilize all available resources, including international assistance and allocate them in the way that maximizes respect for human rights, including by taking into account the precarious situation of disadvantaged and marginalized individuals or groups (Amnesty International, 2019). Governments are obligated to ensure access to food, water, health care, other basic needs for everyone at all times, and in particular those subject to lockdown and other severe restrictions on movement. The need for efficient administration of social welfare packages especially in this period of COVID-19 pandemic cannot be over emphasized. This was further buttressed in the following words of President Buhari "In Nigeria, we are taking a two-step approach. First, to protect the lives of our fellow Nigerians and residents living here and second, to preserve the livelihood of workers and business owners to ensure their families get through this very difficult times in dignity and with hope and peace of mind" (Buhari, 2020).

Social welfare as described by Hassan (2017), refers to a wide range of activities and services by volunteers, non-profit organizations and governmental agencies providing help to needy persons unable to care for themselves; activities and resources designed to enhance or promote the well being of individuals, families and the larger society; and to eliminate or reduce the incidence of social problems. In a similar vein, Lander (1974) in Abah, Edeh & Nwakamma (2016), defined social welfare as a system of laws, programmes, benefits and services which strengthen or assure provision for meeting social order. Social welfare encompass a wide range of activities and services which focus on provision of palliatives, education, medical, housing, poverty reduction, recreational and cultural activities, family disorganization, delinquency, criminality, caste, unemployment, orphans, widows, child abuse, lack of self support, physical and mental disabilities as well as sickness. The foregoing also constitutes the socio-economic well-being indicators. Administration of welfare aids cuts across tackling poverty, unemployment, taking care of the elderly and those who cannot fend for themselves and this is made more manifest in the time of global crisis.

Arising from the above, social welfare administration is viewed as the coordination of men and material as well as efficient design and implementation of social welfare policies and programmes set out by the government or other relevant stakeholders in the field of aid administration. It is the administration of service institutions (public/private) bodies and agencies that provide the basic necessities of life to the needy in the society. This includes the provision of help to the families, groups and individuals that are displaced in their social economic environment and health condition to the extent that they no longer function effectively among the larger segment of the society.

Badru (2015: 27) among other things outlines the objectives of social welfare administration in the following words: (1) Social welfare administration is a form of

administration that is meant to fight all categories of social problems, young persons and slum dwellers, destitute and the physically challenged. (2) It is designed to formulate the best policies that can effectively solve social problems in the society. It is the administrative machinery for harnessing the potentials of a state or country, for the benefits of the welfare of the society. (3) Social welfare administration is meant to coordinate the distribution of social services to the various agencies and individuals who are in dire needs of government's assistance. (4) It helps to put in place machineries for check-mating abuse of resources allocated to social services.

Usually, the need for provision of social welfare packages such as relief materials in terms of food, clothing, health care consumables, funds, loans and other palliative measures increases in the face of recession or pandemic such as the COVID-19. The reason for this is not for fetched. The outbreak of every pandemic usually hits the economy badly. The outbreak of COVID-19 in Nigeria and other places in the world resulted to lockdown of businesses, and both public and private offices were affected. There was also a sit at home measure aimed at curtailing the spread of the virus. These protective measures have also unintended consequences as they affect social life and the income level of the people, thus increasing the rate of poverty. Some bread winners lost their job. Apart from adding to the level of unemployment, it negatively affected their means of livelihood. Employers hardly meet up with their responsibilities to their employees. The school system seems to be the worst hit; and some proprietors who did not have other means of income other than the school fees laid off some of their staff and others placed their staff on half salary while some were forced to forego some percentage of their salaries and entitlements. Also, the health sector was not left out. Access to health care services especially in Nigeria, is largely based on out of pocket expenditure and this is often hampered whenever there is economic crisis occasioned by any pandemic as people can hardly pay for their medical bills. The period of pandemic more than any other time else is usually an opportunity for government to show commitment and its capacity to efficiently administer social welfare services following the consequences of each global crises. However, in Nigeria this appears not to be the case.

Historically, social welfare administration is traced to the ancient times particularly the ancient civilizations such as the Greek city states, Egyptian, Indian and Chinese States (Badru, 2015). Today, the Greeks, the Indians, the Chinese and the Europeans have very rich literature on how ancient people administered help and assistance to their people. Many historical accounts of ancient people had it that mutual aid had been conceived in many societies as the collective responsibility of every member of the society. However, a major step in creating organized social welfare programmes was the enactment of the Elizabethan poor Law of 1601 by the parliament of England. It authorized a system of obligatory financing outside the Church (Hassan, 2017). There were other important developments, for instance, an examination of social welfare activities in USA revealed that in 1880-1980s, attempts were made to move poor people from work yards to poor house when they were in search of relief funds. This was followed with the "Emergency Relief Act", and social security Act passed on June 17, 1937 (Ogbonna, 2017).

In Nigeria, following the independence in 1960 and the unfortunate civil war that lasted from 1967-1970, a lot of people were killed and many were rendered homeless. There was high rate of poverty and malnutrition. The Nigeria's economy almost grinded to a halt thereby skyrocketed social welfare challenges of the government. In order to tackle the social welfare problems during the period and in the contemporary time government came up with policy measures and programmes. First was the Gowon's administration's three (Rs) strategy-Reconciliation, Rehabilitation and Reconstruction which focused on rebuilding the nation after the civil war. This was followed in 1975 by the establishment of the Federal Ministry of Social Development, Youth and Sports to ensure continuous improvement and transformation in the quality of life of the citizens' and to coordinate the activities of the various service sectors. Till date, there are other various social welfare interventions by successive governments in Nigeria. These include the National Accelerated Food Production Programme and the Nigerian Agricultural Bank entirely devoted to funding agriculture; there was also the much publicized Operation Feed the Nation (OFN) established in 1976 by then military head of state – Gen Olusegun Obasanjo; the Green Revolution established during Shegu Shagari's administration; the Go Back to land programme introduced by Buhari's government between 1983-1985; the Directorate of Food, Roads and Rural Infrastructure (DFRRI), for rural development by General Ibrahim Babangida. DFRRI was meant to provide feeder roads, electricity portable water and toilet facilities for the rural dwellers; and Abacha's Family Support Programme and the Family Economic Advancement Programme (FEAP), introduced in 1993. Others include the National Poverty Eradication Programme established in 2001 by Obasnajo's administration, the National Emergency Management Agency (NEMA), the agency was saddled with the authority of managing disaster in Nigeria. The creation of the Niger Delta Development Commission (NDDC), in 2000 and the Ministry of Niger Delta Affairs in 2008.

Jonathan's administration also came on board with subsidy Reinvestment and Empowerment Programme (SURE-P) aimed at improving the socio-economic well being of the people; N-Power programme followed suit. N-power is a job creation and empowerment scheme of the National Social investment programme of the Federal Government of Nigeria introduced in 2016. The departmentalization of social welfare administration such that in virtually every government institution there is a department of social welfare; the Nigeria Centre for Disease control (NCDC) established in November, 2018; and the creation of Federal Ministry of Humanitarian Affairs, Disaster Management and social development in 2019.

The above background is imperative to understanding the Federal Government's social welfare response to the economic hardship occasioned by the COVID-19 pandemic in Nigeria. Record has it that Corona virus, or the disease it causes "COVID-19" originated from Wuhan Province of China in December 2019. It began spreading rapidly in China and to other parts of the world through the movement of people in early 2020. The spread of COVID-19 affected economic activities in China and in February the Chinese economy came to a halt. China is a major exporter of Commodities to African countries, and the economic contraction in China is expected to have spill over consequences for African countries through the negative impact on African business that rely heavily on China for the supply of primary and intermediate raw materials (Peterson, 2020). Ogunode, Abigeal & Lydia (2020) document that as at April 4, more

than 60,000 people worldwide have died of COVID-19, the highly infectious respiratory disease caused by the Corona virus. The number of people who have tested positive for COVID-19 has exceeded 1 million, according to data compiled by Johns Hopkins University. Following this development on the 27th of February, 2020 Nigeria confirmed its first case in Lagos State, an Italian citizen who works in Nigeria had returned on the 25th February from Milan, Italy through Murtala Mohammed International Airport, fell ill on 26th February and was transferred to Lagos State Bio security facilities for isolation (Ogunode, et al, 2020). As at the time of conducting this research, Nigeria has recorded a total number of 39539 COVID-19 confirmed cases, 16559 had been discharged and 845 deaths (NCDC, 2020). The number of cases increases with more testing on daily basis.

In view of the above, the Federal Government came up with some measures to control the spread of the virus and cushion the effects of hardship occasioned by the pandemic through provision of policy strategies and welfare measures. These include closure of schools at all levels across the federation, worship centres, markets and business premises; sit at home order and inter-state movement ban except for those on essential duties. There was also Covid- 19 protocol which must be observed and they included regular washing of hands with soap and running water, wearing of face mask and social distancing. Other major important moves made by the government to control the spread of the virus include the setting up of the presidential task force on COVID-19 by president Muhammadu Buhari on March 9, 2020, to coordinate and oversee Nigeria's multi-sectoral inter-governmental efforts to contain the spread and mitigate the impact of the COVID-19 pandemic in Nigeria,etc.

In the light of these interventions including cash donations and relief materials from individuals at both national and state levels, one would expect to see significant improvement on the socio-economic well being of the people. However, this appears not to be the case. The unfortunate socio-economic woes and poor standard of living experienced by Nigerians and the residents before the outbreak of corona virus seem to have been escalated by the effect of the pandemic on the economy. Human development and economic wellbeing indicators seem to have worsened. Nigeria ranked 152 out of 157 countries in the World Bank's 2018 Human Capital Index. More than 82 million Nigerian live on less than $1 a day and 23.1 percent were unemployed, while 16.6 percent were under employed (National Bureau of Statistics, 2019). It was however projected that unemployment rate will hit 35.5 percent in 2020. But this figure must have risen going by the fact that many losses their jobs due to the pandemic. The current life expectancy for males in Nigeria is 53years while their female counterpart is 56 years. On the average, the life expectancy in the country is 54.5 years. This ranking falls below most African countries that are not in the same rating with Nigeria in terms of resourcefulness and National wealth (Ekitan, Ogun Jesa Meliz & Savas, 2019). Therefore, going by the socio-economic realities on ground, it became imperative to investigate COVID-19 Response Strategies and Social Welfare Administration in Nigeria: Issues and Challenges.

1.2 Statement of the Problem

Following the outbreak of COVID-19 Pandemic, the Federal Government deployed palliative measures which include food items, clothing materials, healthcare consumables, cash

donations, loans set out for businesses and farmers to boost agriculture and food production, etc, in order to ameliorate the sufferings of the people. However, despite these laudable measures to address the socio-economic hardship occasioned by COVID-19, the present socio-economic well-being of the citizens is seemingly poor. Regrettably, Nigerians are seen on daily basis lament the hardship they are facing in the light of COVID-19 pandemic. The presidential interventions as highlighted at the background of the study are no doubt commendable, but administration of welfare packages in Nigeria seems to be hampered by politicization of beneficiaries. Who gets what, when and how of the available palliative measures appears to be determined by party affiliations. Political office holders and those in the helm of affairs adopted what seems to be a divisive strategy to distribute and share the palliative ward by ward and thereby sort out perceived political opponents. This ugly and sharp practice seemingly skipped the needy and vulnerable who are the real targets of the welfare interventions. Maku, Amaghionyeodiwe, Adesoye & Alimi (2015) observe that despite the large government spending, the several fiscal measures, and a variety of economic programmes that the Nigerian government had introduced and implemented over the years, it is a dismay that growth has not accelerated and poverty remains widespread and pervasive. Unfortunately, relief materials such as food, clothing, water, healthcare consumables, set aside for welfare of the people were hoarded by key stakeholders in government circle thereby increasing the sufferings of the people. This singular act resulted to crisis and untimely deaths, including destruction of properties mostly by youths who broke the warehouses where the palliatives were hoarded.

Coupled with the above is poverty and hunger which continue at an alarming rate. This seems to undermine the goals of the lockdown and sit at home order by the Federal and state governments. The fight to and control the spread of the corona virus did not yield the desired result. Unfortunately, people were seen going about their normal businesses despite the lock down, as they preferred to die of corona virus than hunger since the expected palliatives were diverted. The masses appear not to have felt the impact of the huge amount of funds government claimed to have disbursed to reduce the economic hardship of the pandemic. It is also worrisome the increasing health challenges without a commensurate medical treatment. The tendency to patronize quacks with its attendant consequences seems to be high. Unfortunately, those with pressing health challenges hardly go to the hospital at will rather they have resorted to self medication as any slight increase in the body temperature may be tagged COVID-19 case. On the side of the medical practitioners and other health care givers they are suspicious of every patient to avoid contracting the deadly virus.

Alluding to the above, Peterson (2020) notes that some private hospitals refused to admit infected patients, while public hospitals exceed their capacity. This pressured the government of some countries to build isolation centres in large open fields around the country; notably, football stadiums were converted to isolation centres in countries such as Cameroon and Nigeria. As a corollary of the above, very many are now without job in Nigeria and means of livelihood. This has the tendency to predispose them to various kinds of crimes with its consequences on the individual and the society at large. Administration of social welfare in this regard is hardly monitored. This seemingly results to corruption at the planning, disbursement and distribution of resources to needy especially in times of emergency.

Objectives of the Study

The broad objective of the study is to examine the Covid-19 response strategies adopted by the federal government of Nigeria and its effect on social welfare administration. The specific objectives are:

1. To ascertain the effects of federal government cash disbursement and food items on reduction of poverty rate occasioned by the outbreak of COVID-19 pandemic in Nigeria.
2. To investigate the contributions of Federal Government's intervention funds towards improving the healthcare facilities for people in the face of corona virus pandemic in Nigeria.
3. To determine the effects of politicization of distribution of social welfare administration relief materials on economic revival of the needy and vulnerable following the outbreak of corona virus pandemic in Nigeria.

Conceptual Review

The Concept of Social Welfare Administration

Social welfare is the philosophy guiding government's decision on how to take care of the welfare of its people, which is usually to mitigate the adverse effects of poverty or protect the rights of the vulnerable people in society to decent employment, secured work in the factories, secured employment in complex organizations, secured pensions and safe future for young people and the elderly. It is usually regarded as the programmes of action for bringing government closer to the helpless in the society (Badru, 2015). This is the approach that Morris (1986) in Badru (2015) adopted in his discussion of the rudiments of social welfare. According to him; a social welfare is the sum of those efforts by governments and other organizations to relieve the poverty or distress of a people who are helpless, that is unable to meet their basic needs by their own labour or by their families. Roland (1990), however, argued that the scope and size of social welfare may vary across countries, societies and generations. He noted that "naturally" there are considerable variations among societies in the definition of who is helpless and what are basic needs? Because social welfare may be affected by class mobility and class differences in access to resources of a country. It is based on this that scholars preferred to see it as a set of programmes designed by the government or other organizations to address the problems of poverty and other socio-economic challenges that may arise at any time or affect any member of the society. Social welfare according to Hassan & Ahmed (2015) is an institution comprising policies and laws and/government (public) agencies by which a defined minimum of social services, money and other consumption rights are distributed to individuals, families and groups by criteria other than those of the market or those prevailing in the family system, for the purpose of preventing, alleviating or contributing to solution of recognized social problems so as to improve the well-being of the individual, group and communities directly.

Social welfare administration is therefore the provision and implementation of social services with a view to delivering public goods and protecting public interests. It also entails the administration of service institutions (public/private) bodies and agencies that provide the basic necessities of life to the needy in the society (Badru, 2015; Nwoba, 2011). This includes the provision of help to the needy, families, groups and individual that are displaced in their socio-

economic environment and health conditions to the extent that they no longer function effectively among the larger segment of the society. It requires the activities of and the use of trained personnel called social workers to help, guide and to connect these categories of people to government and non-government agencies for the provision of the basic needs required to reconcile them to normal life. The essence of social welfare administration is to improve the socio-economic well-being of the people.

Assessing socio-economic well-being requires a comprehensive framework that includes a large number of components and that, ideally allows gauging how interrelations shape people's lives. OECD (2013) further identifies three pillars for understanding and measuring people's socio-economic well-being to include:

1. Material conditions: Income and wealth, jobs and earnings and housing.
2. Quality of life: Health status, work and life balance, education and skills, social connections, civic engagement and governance, environmental quality, personal security and subjective well-being.

3. Sustainability of the socio-economic and natural systems where people live and work, which is important for well-being to last over time. Sustainability depends on how current human activities impact on the stocks of different types of capital (natural, economic, human and social) that underpin well-being. Moreover, increases in income have been associated with improvements in the other dimensions of well-being, such as life expectancy, education attainments, etc.

The Concept of Poverty

Nwachukwu and Onwubiko (2008) categorized poverty into two: absolute and relative poverty. Absolute poverty refers to a situation whereby an individual lacks resources necessary to sustain him or herself. Such an individual lacks the basic human needs of food, shelter, and clothing. This definition of poverty in terms of subsistence is predominantly used by scholars to analyze poverty in Africa and in developing countries in general. On the other hand, relative poverty refers to a situation where an individual lacks the necessary resources when compared with other members of the society such that it limits or prevents him from partaking in the normal or desirable activities of life that exists in such a society. The present study aligns with absolute poverty conception because people who suffer from absolute poverty are mostly need of government social welfare packages.

COVID-19 Response Strategies and its Socio-Economic Implications in Nigeria

Since COVID-19 is still an on-going pandemic, an expansive body of literature is yet to be developed on its implications on socio-economic well-being of the people, especially in Nigeria. That notwithstanding, the increasing demand made by the public on governments social welfare function is the context upon which the economic hardship brought about by the unfortunate outbreak of the corona virus disease may be understood. Available record reveals that Corona virus or the diseases it causes "COVID-19", originated from the Wuhan Province of China in December, 2019. It began spreading rapidly in china and to other parts of the world in early 2020. Africa recorded its first COVID-19 case in Egypt on the 14th February, 2020. Since then, 52 countries have reported cases initially confined to capital cities, cases are now

reported in a significant number of countries, and in multiple provinces (Peterson, 2020; OECD, 2020). Ogunode, et al, (2020) document that in 27 February 2020, Nigeria confirmed its first case in Lagos State, an Italian who works in Nigeria had returned from Milan, Italy through the Murtala Muhammed International Airport, fell ill on 26 February and was transferred to Lagos State Biosecurity Facilities for isolation and testing. Since then the virus has spread across the states in the federation. The spread of COVID-19 affected economic activities in China, and in February, the Chinese economy came to a halt. China is a major exporter of commodities to African countries, and the contraction in China has a spillover consequence for African countries through the negative impact on African businesses that rely heavily on China for the supply of primary and intermediate raw materials. This is also case in Nigeria.

Most African governments including Nigeria, have implemented measures to encourage social distancing, focusing on border and travel restrictions, school closures and bans on large gatherings. Across the world, governments are employing two fundamental non-pharmaceutical interventions (NPIs) to respond to the COVID-19 outbreak. These include Suppression and Mitigation. In the case of suppression, the objective is to reduce the transmission rate or Ro to less than 1 whereas in the case of mitigation, the objective is to get the numbers to decline or slow its speed. Population wide social distancing combined with home isolation of cases and closure of schools and universities are minimum policy requirements for effective suppression. A part from the above, the Nigerian governments at both national and state levels have responded with the provision of palliatives. During the announcement of the lockdown:

> ...President Buhari said the government would put in place measures to preserve the livelihoods of workers and business owners to ensure their families get through this very difficult time in dignity". The most vulnerable in our society" would receive conditional cash transfers for the next two months.

This was followed with implementation of social welfare packages which include 20,000 Naira (US 52) to families that registered in the National social Register of poor and vulnerable households set up by the Buhari's administration in 2016 to combat poverty; distribution of 77,000 metric tons of grainre, 50 billion naira (US $28.5 million) earmarked as credit facility to support households and micro, small and medium enterprises affected by the COVID-19 pandemic etc. Other major important moves made by the government to control the spread of the virus include the following: (i) The setting up of the presidential task force on COVID-19 by president Muhammadu Buhari on March 9, 2020, to coordinate and oversee Nigeria's multi-sectoral inter-governmental efforts to contain the spread and mitigate the impact of the COVID-19 pandemic in Nigeria. The PTF provides overall policy direction, guidance and continuous support to the National Emergency Operation Centre (EOC) of the NCDC, and other Ministries and Government Agencies involved in response activities and ensure their coordination towards a single set of national strategic objectives. (ii) Economic Sustainability committee inaugurated by the President on 30th of March, 2020 chaired by the Vice President Yemi Osinbajo, to develop a comprehensive economic plan to respond to the disruption and dislocations caused by the COVID-19 pandemic. (iii) The President also set up a committee made up of the Minister and

Minister of State of Finance, Budget and National Planning, Minister of State Petroleum Resources, Governor of the Central Bank of Nigeria and Group managing Director of the Nigerian National Petroleum Corporation (NNPC) to assess the impact of COVID-19 on the 2020 budget and to recommend appropriate and immediate response strategies. (iv) The development of the Nigeria Economic Plan by the Economic sustainability committee (ESC). The NESP has been developed as a 12-month, 2.3 trillion Naira "transit" plan. (v) The 500 billion Naira component of the NESP COVID-19 crisis intervention Fund, for the upgrading of health facilities nationwide, and also to finance a National Special Public works programmes as well as any other interventions that may appear in the future. (vi) Release of 70,000 metric Tonnes of grain for distribution to poor and vulnerable households across the country. (vii) Commencement of a three-month repayment moratorium for all trader moni, Market moni and farmer moni Loans, with immediate effect. (viii) Commencement of a three-month moratorium for all Federal Government funded loans issued by Bank of Industry, bank of Agriculture and Nigeria export import bank. (ix) Establishment of a joint Technical Task Team to facilitate the movement of food and agricultural inputs across Nigeria, during the corona virus lockdown, etc (PTF, 2020). However, these measures were not only targeted at controlling the spread of the virus but also resulted to a closure of productive sectors of the economy. One major effect was the falling of oil prices. UNDP (2020) revealed that:

> The decline in oil prices by 55 percent between the end of 2019 to March 2020, is one of the most serious economic shocks that Nigeria has faced in its memory, especially as the oil sector contributes 65 percent and 90 percent to government and total export revenues, respectively. As at 18th March, 2020, the price of crude oil dropped to US$29.621 barrel. Given that Federal budget estimates for 2020 have pegged oil prices at US$57/barrel and production at 2.18million barrels per day, if prices continue to remain at this level, it would translate to a decline in 48 percent of expected revenue by close to $10B and export earnings by $ 19B. The decline in export revenue is projected to have a combined effect of 0.55 percentage points drop in GDP.

The above definitely has some ripple effects on other sectors since oil is the main stay of the Nigeria's economy. The increase in hunger and poverty justifies the clamour for social welfare packages in the face of ravaging effects of COVID-19. The UN estimates that nearly 30 million more people could fall into poverty and the number of acutely food- insecure people could significantly increased. World Bank (2020) revealed that about 40-60 million people will be moved into extreme poverty as a result of the COVID-19 pandemic. World population living a less than $1.90 per day is projected to increase from 8.2% in 2019 to 8.6% in 2020, or from 632 million people to 665 million people. At the country level, the three countries with the largest change in the number of poor are estimated to be India (12 million), Nigeria (5 million) and the Democratic Republic of Congo (2 million). Onehi (2020) citing Olubiyi (2020) observed that Nigeria currently have deficits in housing, water, sanitation, food, healthcare and education, among others and that COVID-19 outbreak will more than likely spike up these shortfalls. Adesoji (2020) added that out of 1, 9540 households surveyed on a nationally representative sample, between 35-59% of households could not afford to buy staple foods like

yam, rice and bean during the 7 days prior to the interview when they needed them. It is also important to note that as of 2019 before the outbreak of COVID-19, 40.1% of Nigerians representing over 82.9 million Nigerians live in poverty and inequality. The report defines national poverty as annual expenditure below N137, 430 (N376.5 per day or roughly $1 on 360/$). This no doubt has increased following the outbreak of corona virus.

Job loses seems to have been added to the economic hardship facing the people. In 2019, the National Bureau of Statistics documented that unemployment rate in Nigeria was 23.1% while underemployment stood at 16%. In May 2019 however, the Minister of Labour and Employment Chris Ngige, revealed that the Federal Government forecast an unemployment rate of 33.5% by 2020. This may have increased going by a number of job losses. This is further buttressed by the fact that out of 1,950 households surveyed on nationally representative sample, 42% of the respondents who were working before the outbreak were no longer working the week preceding the interview for reasons related to COVID-19 (Adesoji, 2020). A further breakdown according to him showed that the poorest households (from the lowest consumption quintile) reported the highest share of Nigeria who stopped working (45%) while 35% of the wealthiest household also affected. Also, the study reported a high rate of households income loss since mid-march 2020, as 79% of households reported that their total income decreased. Basically, while the income from all sectors were affected, the rate was highest for income from non-farm family business (85%) compared to household farming, livestock or fishing (73%) and wage employment (58%). Despite the fact that the pandemic affects virtually all the sectors, the informal sector appears to be worst hit in terms of unemployment. Lending support to the foregoing, Morka (2020), the Executive Director of the Social Economic Rights Action Centre, a Lagos-based non-governmental organization, reported that the vast majority of people outside the formal system are hit devastatingly by the lockdown, any disruption to their daily livelihood has a huge and significant impact on their ability to meet their most basic needs". The informal sector, in which more than 80 percent of Nigerians work he submitted, includes a wide range of occupations, from street traders, taxi drivers, tradesmen, and artisans to food vendors and hair dressers. In Lagos alone, 65 percent of the estimated 25 million people work in the informal sector.

The health sector is not left out. Currently, in Africa, including Nigeria, 65% of healthcare expenses are made from out-of pocket expenditures compared to Europe where the national and regional authorities are responsible for the health policies and expenditure of citizens, (Peterson, 2020). The on-going pandemic has health implications in Nigeria. According to a World Health Organization (WHO) report, Nigeria is placed 187th among 200 countries on global healthcare delivery system ranking (Ephraim-Emmanuel, Adigwe, Oyeghe & Ogaji, 2018). Nigeria runs a National Health Insurance Scheme that carter for only federal public servants. This category of workers constitutes less than 1% of the total population and resides mostly in urban centers. The scheme does not provide cover for people employed in the informal sector despite the fact that it is from the sector that the bulk of the population makes a living, especially the rural population (Urama, Adewoyin, Ezebuilo, Ukimueze & Ene, 2019). The situation in the rural areas is regrettable. Not only do these areas house about two thirds of the country's poor who engage in informal employments, they also lack most basic social

amenities, including quality healthcare facilities. OECD (2020) in their study revealed that informal workers are most exposed to the consequences of the health and economic crises. It added that the growing number of COVID-19 patients' risks overcrowding health facilities, and patients with high burden diseases like AIDs, tuberculosis and malaria could lack access and/or adequate care. Patients with other active diseases such as Lassa fever in Nigeria and Ebola in the Democratic Republic of Congo may also be affected. COVID-19 pandemic will still remain a major challenge to healthcare service delivery in Nigeria due to its impact on the healthcare budgetary allocations.

Also, the impact of COVID-19 on the education, especially the Higher Institution Development is quite enormous. Ogunode, et al, (2020) found that the outbreak of COVID-19 has resulted to reduction in international education. They argued that many students studying abroad will be discouraged to continue their studies and many planning to study abroad cannot achieve their plans because many countries have placed ban on travels. This was followed by disruption in Academic calendar of Higher Institutions and other levels of education. They observed that the closure of all educational institutions from primary schools to the higher institutions would affect the student's academic plans and programme. Others include cancellation of local and international conferences. According to Wikipedia (2020) the 2019-2020 corona virus pandemic has affected educational systems worldwide, leading to the widespread closures of schools and universities. This also was the case in Nigeria. As at 3rd April 2020, over 421 million learners were out of school due to the fact that hundred Countries have implemented national closures, impacting about 98% of the world's student's population. There is also the problem of loss of workforce in the education institutions. World meters (2020) also reported that COVID-19 is responsible for the death of over 74,431 persons across the world including Nigeria and still counting. These people are from different professions including the teaching profession. In addition to the foregoing, is the issue of cut in budget of higher education (Seaafrica, 2020) observed that the Nigeria Federal budget for the 2020 fiscal year was prepared with significant revenue expectations but with contestable realizations. The approved budget had projected revenue collections at ₦8.24 Trillion, an increase of about 20% from 2019 figure. The revenue assumptions were premised on increasing global oil demand and stable market with oil price bench mark and oil output respectively at 57 per barrel and 2.18 million Barrels per day. However, the outbreak of COVID-19 and its increasing incidence in Nigeria has called for a drastic review and the changes in the earlier revenue expectations and fiscal projections to the extent that it resulted to Nigeria going for a budget that is over ₦10 Trillion. This has a far reaching effect in all sectors of the economy including education. Contributing to the discourse, Simon & Hans (2020) note that the closure of schools, colleges and universities not only interrupted the teaching for students around the world, the closure also coincides with a key assessment period and many exams have been postponed or cancelled. Internal assessments are perhaps thought to be less important and many have been cancelled. But their point is to give information about the child's progress for families and teachers.

Uduak (2020) in his contribution argued that COVID-19 pandemic has led to major disruptions in social and economic activities in virtually all the sectors in the world. To him, the

impact has been in terms of increased level of mortality and morbidity, as well as in terms of different types of social and economic problems such as increase in mental health, loss of jobs and income. He was particularly concerned and worried over gender dimension of COVID-19 impact in Nigeria. This is why he submitted that women are usually responsible for childcare within families in Nigeria. With the closing of schools due to COVID-19 pandemic, he argued, children of school age are at home and have to be looked after mainly by mothers. The opportunity cost here is that while men may be able to resume work whenever restrictions are lifted, women will only be able to resume work when schools can resume. This will certainly lead to loss of income and entrench gender inequality. Similarly, the amount of domestic work done by women in terms of cooking and general housekeeping will remarkably increase thereby putting additional mental and physical stress on women.

As a corollary of the above, the increased risks of unplanned pregnancies due to COVID-19 lockdown measures have been highlighted in reports. This scenario is also applicable to Nigeria. The implication of being trapped by an unplanned pregnancy could be more debilitating for women from poorer households considering the fact that they may be forced to bear the burden of child bearing and nurturing alone. Children who have the ambition of returning back to school may be consumed by fear of being stigmatized by their peers. Early pregnancies in younger females also has severe consequences aside from being psychologically affected, they also face risk of exposure to birth and health related complications such as maternal or mortality, premature births, vesico-viginal fistulas (VVFs) etc., which may have long term devastating effects on their lives. Furthermore, the restrictions due to COVID-19 will widely increase the incidence of child marriage and poverty in the northern part of the country and by extension the whole Nigeria (Uduak, 2020).

It has also been argued by scholars and international organizations that health related pandemics have implications on peace and social cohesion. For instance, UNDP (2020) documents that evidence suggest that health related pandemics have potential to increase the risk of: domestic violence – with police reports in China showing that domestic violence tripled during the epidemic, violence against health workers due to serious stress levels that the pandemic placed on patients, and abuse and exploitation of women and girls – especially care givers. Furthermore, frustrations resulting from economic loss could also play into existing regional fact lines within Nigeria. Furthermore, implementing isolation measures without regard to the local context can further exacerbate the situation leading to stress disorders, mental health and in some cases protracted violence.

Empirical Review

Obi-Ani, Ezeaku, Ikem, Isiani, Obi-Ani and Onu (2021) studied “Covid-19 Pandemic and the Nigerian Primary Health Care System”: The leadership Question”. The paper examined the nexus between leadership failure and neglect in the healthcare system in Nigeria. Historical methodology was adopted in order to interrogate the various health care policies adopted by the various administrations since independence in 1960. The research surveyed the attitudes and feelings of the citizens towards the health institutions and poor working conditions in Nigeria health care system. Data for the study were collected through the use of primary and

secondary sources. The primary sources for this research include interviews, telephone conversations and online messages. The secondary sources include newspapers, magazines, etc. The data generated for the study. The study revealed that the outbreak of covid-19 pandemic in Nigeria and its local dispersion was occasioned by the paucity of medical personnel and supplies due decades of neglect of the healthcare system. The researchers recommended for an overhaul of the healthcare system with the aim of achieving a robust health care system for the Nigerian Citizens.

In a similar study, Ozili (2020) investigated "Covid-19 pandemic and Economic Crisis: The Nigerian Experience and Structural Causes". The sample period was from January 2020 to June 2020. Economic and structural data were collected from multiple sources, namely: the Central Bank of Nigeria and World Bank. Descriptive analysis was used to analyze the economic crisis and its structural causes. Findings revealed that the economic downturn in Nigeria was triggered by a combination of declining oil price and spillovers from the Covid-19 outbreak, which not only led to a fall in the demand for oil products but also stopped economic activities from taking place when social distancing policies were enforced. Among other things, it was recommended that policy makers should introduce economic reforms to diversify the economy and reduce Nigeria's dependence on revenue from crude oil export; policy makers in Nigeria should invest in health infrastructure to improve the ability of the national health system to withstand the outbreak of contagious diseases.

Olu and Irabor (2020) also examined "Socio-economic Challenges of Covid-19 pandemic in Nigeria". Relying on secondary sources, the study sought to establish the bearings between Covid-19 pandemic and low socio-economic livelihood in Nigeria. It was revealed that palliative measures introduced to minimize the effect of Covid-19 pandemic are ineffective owing to poor coordination, human right violations as well as inadequate fiscal policy. Recommendation from the study draws on the need for the government to diversify the economy by promoting the informal and agricultural sectors, facilitate infrastructural development and improve health facilities to avoid economic recession of post Covid-19 pandemic in Nigeria.

In a related study, Peterson, (2020) investigated "COVID-19 in Africa: Socio-Economic Impact; Policy Response and opportunities". Data and information were obtained from several reputable sources such as the World Health Organization (WHO), UNESCO and information obtained from media and other public sources. Data generated for the study were presented in tables and analyzed using descriptive statistical tools such as percentages and charts. Findings among other things revealed that African countries have been affected by the corona virus pandemic, and the effect was not severe for Africa regions compared to other regions. The rising pandemic affected social interaction and economic activities through the imposed social distancing policies that have different levels of strictness in several African Countries. It was therefore recommended that policy makers should enforce social policies that unite communities in bad times, to reduce social anxiety.

Furthermore, Ogunode, et al, (2020) studied "Impact of COVID-19 on Higher Institutions Development in Nigeria". Secondary sources of data were used. The study among others disclosed that Covid-19 has resulted to reduction of international education, disruption of academic calendar of higher institutions, cancellation of local and international conferences,

creating of teaching and learning gap, loss of manpower in the educational institutions, and cut in budget of higher education. The paper therefore, recommended that the government should take the following measures; increase the funding of higher institutions to enable the institutions through the damages caused by the closures of schools as a result of Covid-19.

Theoretical Framework

Among the social theories that exist social contract theory stands out as one of the best theories that explain the justification behind government's provision of social welfare packages to the citizens. The researcher therefore adopted social contract theory propounded by Hobbes (1651) and later elaborated by scholars such as Nnoli (2003) as the theoretical framework of analysis. Hobbes theory is based on the fact that there exists a contract between man and the state (the government). According to Hobbes man's life in the state of nature was one of fear and selfishness. Man lived in more or less chaotic condition of constant fear. Hobbes assumed that life in the state of nature was solitary, poor, nasty, brutish and short. He argued that in the bid to ensure personal security and self protection and to avoid wretchedness and pain man went into contract with the state. Out of their freedom they relinquished their rights to constituted authorities. Consequent to this contract, the most powerful authority (the state) is to guard, ensure safety including social security, and preserve all lives and property. The subjects were to pay taxes, give up all their rights, privileges and rest all freedom in the sovereign for perception of peace.

Scholars have elaborated social contract theory in the face of increasing yearnings for government's intervention to salvage the sufferings of the people. For instance, Nnoli, (2003) opined that Hobbes postulation that life in the state of nature was solitary, poor, nasty, brutish and short means that in such conditions, there could neither be wrong nor right, justice nor injustice. He further submitted that in order to improve the existed condition, a form of contract was instituted between the individuals and the government on the other hand.

Abah, et al (2016) argued that when individuals relinquished their rights to state in fulfillment of their own part of the contract, the state then assumed the position of a father who must provide for the children. Government provision of social welfare services they argued is therefore a logical consequence of state's effort at fulfilling its own part of the contract with the people. In the words of Hassan & Ahmed (2015) the universal consensus on the need for good governance is essentially linked to the growing thirst for an improved and qualitative living standard and a secured environment.

Although welfare is widely seen to be non-profit motivated services but that which is aimed at satisfying basic needs of the less privileged provided by individuals, group or government (Dolgoff, 2012), it is social when the services are articulated for group and community interests for the sole purpose of improving the living conditions of the citizenry. This correlates with the opinion of Richard (2012), who saw social welfare to involve those non-profit functions of the society, public or voluntary, that are clearly aimed at alleviating distress and poverty or ameliorate the conditions of causalities of the society.

Social contract theory provides the basis upon which we can really understand and evaluate government's social welfare response programmes and various interventions to

improve the quality of life of the people. Since independence till date, successive governments in Nigeria have introduced one programme or the other in the quest to better the living conditions of the. The most recent effort was the creation of the Ministry of Humanitarian Affairs, Disaster Management and Social Development in 2019. Since the outbreak of corona virus globally and in Nigeria in particular, government has made effort to fulfill its social security function through the provision of funds, food items and other relief materials. These provisions were expended from the taxes paid by the citizens as part of their obligations to the state. It is based on the above discourse that social contract theory is considered suitable to explain the effects of social welfare administration on socio-economic well-being of the people with a particular focus on the COVID-19 response strategies in Nigeria.

Issues in Covid-19 Response Strategies in Enugu State

A number of measures were introduced in a bid to curtail the spread of corona virus in Nigeria. Some of these measures include a total lockdown of businesses in both public and private sectors; sit at home order and social distancing to mention just few. Even though these ideas are novel and laudable, they failed to fully achieve their intended goal and objectives because of certain reasons. One is the fact that man is a social being and will always like to interact with fellow man visibly despite the advancement in information and communication technology. Not all communications can be carried out through wireless medium. The sit at home order and social distancing did not augur well with the people especially where government did not respond adequately to the pressing needs of the people as a result of the pandemic. Inadequate provision of basic necessities of life such as food, water, shelter etc, made adherence to the Covid-19 protocol difficult. People undermined the strategies deployed by to curtail the spread of Covid-19 pandemic in search of basic necessities of life.

Coupled with the above is the issue of poverty which has been ravaging the society before the outbreak of the virus. The lockdown declared on businesses only aggravated the level of poverty, hunger and hardship generally. The economic assistance that the government announced following the pandemic exposed the inadequacies in Nigeria's social protection systems.

In a country where the informal sector makes up 65 percent of its GDP with a significant proportion of its population relying on the sector for day-to-day economic survival, individuals will be confronted with a choice between survival today and observance to social distancing measures put in place for their survival beyond today (UNDP Report, 2020). The report also added that social distancing also assumes a certain level of spatial freedom. In densely populated Nigeria's urban centers, this assumption may not hold. Similarly, it will be difficult to enforce social distancing in congested Internally Displaced Persons (IDPs) camps in Nigeria. There is also a risk of further fragmenting the social values and the very safety nets required for healing and recovery. Compounded by governance deficiency in the country, abrupt cuts in means of livelihood could result to social unrest.

The issue of corruption is a pathetic one that has become a big challenge to social welfare administration. From the suspended EFCC boss, Ibrahim Magu to the former managing Director of Niger Delta Development Commission (NDDC), Mrs Nunieh and the current

Minister of Niger Delta Affairs, Senator Godswill Akpabio. These high profile cases of corruption among others are dents in the image of the nation. The unfortunate thing is that funds set out for improving socio-economic well-being of the people are often diverted. Onah (2017) documents that political corruption involving the use of public institutions (state) as instrument for personal accumulation of wealth is one of the greatest immediate causes of Africa's under development including Nigeria. Despite its repudiation by both government and the governed, corruption remains endemic and intractable social menace in Africa. Nay, the negative consequences of this menace is far-reaching. Ake (2006) in Onah (2017) observes that corruption makes it impossible for positive economic and political development to occur. According to him, one of the symptoms of corruption is deep institutional weakness which leads to inefficient economic, social and political outcomes. It reduces economic growth, retards long-term foreign and domestic investments, enhances inflation, depreciates national currency, reduces expenditures for education and health, increases military expenditures, misallocates talent to rent-seeking activities, pushes firms underground, distorts markets and allocation of resources, increases income inequality and poverty, reduces tax revenue, increases child and infant mortality rates, distorts the fundamental role of government. Corruption manifested visibly during the inter-state ban on movement where security personnel collected bribe and compromise the inter-state ban on movement. The present secretary to the government of the federation, Boss Mustapha, during one of his updates on COVID-19, once regretted that the ban on inter-state movement was not effective as it succeed in enriching some people.

Another dimension to the corrupt acts that hinder access to government social welfare provision especially following the outbreak of the Covid-19 pandemic was the practice of hoarding of palliatives such as food items and other valuable materials provided to cushion the effects of corona virus on the socioeconomic wellbeing of the people by highly placed government officials. This unfortunate development across some states in Nigeria resulted to conflicts and crisis which resulted to destruction of the warehouses where the palliatives were hoarded. The hoarded materials were massively looted. However, arrests were made and some of the looted items were recovered in some quarters, but this further exposed the height of insensitivity of some political leaders to the plight of the common man in Nigeria.

Added to the discourse is politicization of beneficiaries of welfare programmes. The major challenge in this critical period is to make sure that welfare packages get to the most vulnerable in the society. This has never been the case in Nigeria and it hampers genuine efforts to control the spread of Covid-19.

Discussion of Findings

This study from the onset sought to ascertain the effects of government cash transfers and donation of food items on reduction of increased poverty occasioned by the outbreak of COVID-19 pandemic in Nigeria; Investigate the contributions of health care consumables provided by the government towards improving the health care needs of people in the face of COVID19 outbreak; and determine the implications of politicization of social welfare administration relief materials on economic revival of the needy and vulnerable in

government's efforts to cushion the effects of corona virus pandemic. Government at all levels in Nigeria provided some palliative measures which had earlier been discussed in the work.

The interventions no doubt provided relieve to a number of persons who could access them but not really the vulnerable group. Most of those that suffer from abject poverty are illiterates and possibly could not access most of the palliatives. Therefore, the palliatives did little to tackle the scourge of poverty and hunger that are ravaging the land since the outbreak of corona virus in Nigeria. This is coupled with the fact that the pandemic resulted to loss of jobs and even death of some bread winners in some countries including Nigeria. This is further buttressed by the report of World Bank (2020) which revealed that at country level, the three countries with the largest change in the number of poor are estimated to be India (12 million), Nigeria (5million) and the Democratic Republic of Congo (2 million). This is a clear indication that social welfare administration has not contributed significantly to poverty reduction in Nigeria.

Health care service delivery on the hand has not been significantly improved through social welfare administration. Life expectancy in Nigeria is still low coupled with the impact of COVID-19 on the already comatose health care sector. As at 2018, Nigeria was placed 187th among 200 countries on global health care delivery system ranking (Ephraim-Emmanuel, et al, 2018). With the alleged increasing cases of COVID-19 in Nigeria, access to quality healthcare services has been hindered not only by the inadequate provision of healthcare facilities, but also by the attitude of healthcare practitioners who argued that they have not been well "protected" in their efforts to treat COVID-19 patients.

The fight against the pandemic in Nigeria seemed politicized and people nowadays hardly present themselves to receive better medical treatment rather they patronize quacks. This is because at some point any slight rise in the body temperature was tagged COVID-19 case in order to attract cash transfers and relief materials from the federal government by the lower levels of government in Nigeria.

Another dimension of the foregoing is politicization of welfare administration. This has remained one of the greatest challenges of improving socio-economic well-being through social welfare packages in Nigeria. In this case, target beneficiaries were left out, party affiliation was considered primary in disbursing cash transfers and other palliative measures. The case of COVID-19 palliatives is not an exception. Relief materials in some places were distributed ward by ward such that Councilors of the party in power and other major political stakeholders of the government of the day determine who gets what, when and how of the available welfare packages.

Moreso, the credit facility, through which households can potentially get up to 3 million naira loans, (US$ 7,700), requires proof of collateral, such as personal property, which many poor families do not have.

Conclusion

Corona virus will remain one of the deadliest pandemics in the world's history. Social welfare administration is critical to curtailing the spread of the virus in Nigeria where social economic indicators show that the nation is lagging behind. We have seen pockets of palliative

measures provided by the Nigerian government to administer social welfare packages and cushion the effects of Covid-19 which is ravaging the world. These aids interventions are commendable as they have provided relieve to families, but are not adequate. Administration of welfare packages is not transparent and efficient in Nigeria; hence target beneficiaries are often skipped. Welfare administration is politicized in such a way that party affiliation is taken into consideration in the distribution of palliative measures. Another dimension to the problem of social welfare administration in Nigeria is the practice hoarding of relief materials meant for the people by the stakeholders in government circle. These corrupt and criminal acts undermine efforts at improving the socioeconomic wellbeing of the people. The issue of corruption continues unabated as one of the factors that impede all efforts at improving the socio-economic well-being of the people in Nigeria. It is based on the above that the researcher concludes that no meaningful development will take place in the area of improving the socio-economic well-being of the citizens in Nigeria where poverty persists and increases on daily basis; where healthcare system is in comatose and dilapidated condition; and where loss of jobs and unemployment rate is soaring unless critical measures are deployed to provide and effectively implement social welfare packages.

Recommendations

Based on the outcome and conclusion made on the study, the researcher recommends as follows:

1. Disbursement of cash or cash transfers and distribution of food items as social welfare response measures should be efficiently monitored to make sure that the target beneficiaries are reached. Over the years, this has not been the case with welfare administration in Nigeria. In order to achieve this, there should be in place a data bank to give accurate record of the number of people the government is providing for.
2. There is urgent need to improve healthcare infrastructure in Nigeria. The outbreak of Covid-19 has exposed the ugly nature of the Nigeria healthcare system. Hazard allowance and other relevant allowances should be provided for healthcare practitioners and other relevant bodies and stakeholders to serve as a motivation to improve their performance especially during emergencies such as the Covid-19 pandemic. This will by extension improve the quality of health care of the citizenry.
3. In order to achieve result from government's social welfare administration, stakeholders in the business of aid administration must shun all manner of corrupt practices and politicization of welfare programmes. This will go a long way to making sure that the target beneficiaries are reached. This will only take place if those who diverted relief materials and other palliatives were severely punished to serve as deterrence to others.

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Career Development and Job Effectiveness: A Review

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Abstract: *Career advancement and work efficiency were the focus of this investigation. A person's professional position may grow via a process known as career development. Choosing a profession, advancing in a career, and the impact on an organization's ability to do its work effectively are the issues that need this research. To accomplish this, the study aims to examine the component of career development, understand how career development influences work performance, and provide a deep answer to improve career development and job effectiveness. This study shows that career development is critical and has a positive impact on job effectiveness because an employee's choice of career always enhances job effectiveness, while a career that does not undergo career development may lead to the warm-out of employees, which constitutes job ineffectiveness. The study, therefore, recommends that adequate training (workshop/seminar) be provided in an organization to enhance career development.*

Keywords: *Career Development, Job Effectiveness, Career Planning, Mentorship, Growth, Task Completion, Timeless, Job Quality*

Introduction

Career Development or Career Development Planning is the process of advancing one's career. It involves making long-term choices to connect personal demands with job progression prospects. Career Development encompasses an individual's work-related experiences leading to their professional function in an organization (Kimberly Hite, Linda McDonald, 2016).
Individual or corporate career development is possible. Personal efforts for job development focus on a person's values, objectives, interests, and the road to realizing them. A feeling of control and urgency over a personal professional growth path may demand extra education or training. John L. Holland's 6 career anchors describe individuals as investigative, realistic, artistic, social, enterprising, and conventional. An individual's professional route depends on the quality they exemplify. Personality type awareness improves professional growth and prospects (Kathy, 2016).

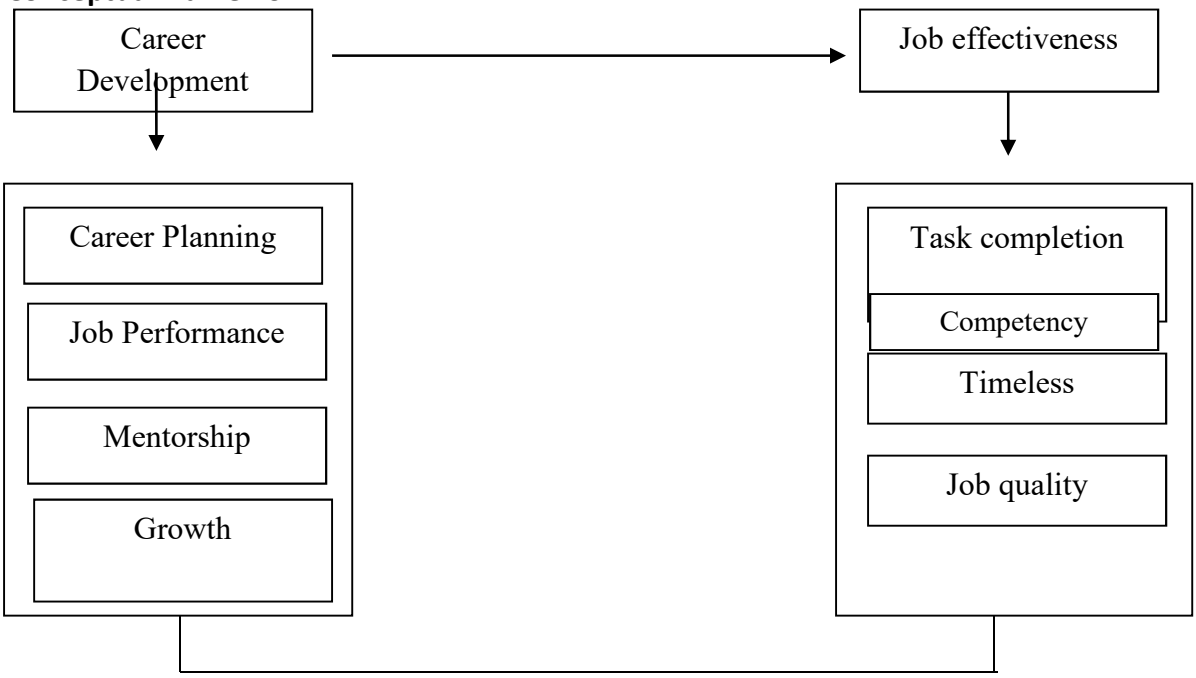
Environmental influences impact a person's professional goal selections. Work-life balance, personal values, and stimulation or development affect decisions (McDonald, 2016).
A corporation may provide professional growth possibilities via Training and Development. Training and Development ensure that corporate objectives can adapt to a changing environment. Human Resources is responsible for providing clear job descriptions, job rotation,

transfers, and promotions when recruiting and hiring staff. Hiring managers must ensure subordinates understand their work duties and maintain effective communication. Managers are also accountable for fostering long-term learning, growth, and talent acquisition in their employees. How much management delegated training and development affects staff retention and turnover. Job effectiveness is how well something achieves a goal. An efficient worker doesn't simply try to do things fast; they also come up with imaginative solutions to difficulties and enhance their performance. This research evaluates the effects of career development on organizational job effectiveness.

Statement of problem

Organizations encounter job effectiveness difficulties as employees attempt to advance their careers and improve their performance (job effectiveness). This research evaluates career development obstacles and solutions in a business.

Conceptual framework



Researcher Conceptualized 2021,

Aim of the study

This research intends to study the relationship between career development and job effectiveness.

Scope of the study

The scope of this study's material includes articles and books on organizational career development and job effectiveness. To cover all bases, we combed through a wide range of

research on the topics of career development and job effectiveness. To have a better understanding of career development, a survey of conceptual literature was also conducted.

Significance of the study

To better understand how to further one's career and make the most of one's current position, academics in this field will consult this report. Companies and employees alike would greatly benefit from the findings of this research, which focuses on improving career development and job performance in the workplace.

Literature Review

Conceptual Review

Concept of career development

Career development is a must if one wants to successfully carry out a career strategy. It's a collection of initiatives aimed at matching a person's skills, interests, and aspirations with the organization's present and future requirements. It's the method through which the strategies outlined in the plans are put into effect. All of the methods of training, both on and off the work, are included in the process of professional development. Training in the classroom or at universities is an option, as are special assignments or task force assignments, and employment rotation. It is more difficult to leverage lateral transfers and promotions for development goals. To fulfill their own goals, managers may be hesitant to fill unfilled positions with applicants who have been earmarked for career advancement, rather than those who have shown their ability to do the job. The integration of internal staffing efforts with career development is critical. The growth of one's career offers access to a wide range of skills and capabilities. People who want to advance in their careers must be dedicated to it and take ownership of it (Herr & Cramer, 1996).

Job Quality

Job quality is a pressing problem because it can affect the well-being of individuals, businesses, and the whole country. For the first time, there is a revived interest in employment quality. Job quality is making a comeback among social scientists and policymakers because of its potential influence on the well-being of individuals, businesses, and the country. In troubled economies, greater job quality has the potential to reduce unemployment and increase employment participation; in well-performing economies, better work quality has the potential to boost innovation and productivity. Because of this difficulty in conceptualizing work quality, governmental interventions to influence job quality (usually to generate excellent employment or ameliorate poor ones) are limited. This "conceptualization deficiency" must be addressed. In the 1990s, the idea of 'decent work' was accepted by policymakers, which in some ways overlapped with employment quality. The lack of scientific consensus on its conceptual definition has hampered policy and the implementation of "decent work" in practice. Debate and discussion among social scientists on how to conceptualize (and hence measure and evaluate) job quality is essential if we are to avoid the same destiny This Special Issue, although not intended to find policy implications, does include several articles that pertain to policy.

Considering the importance of job quality in the social sciences both historically and today, greater conceptualization is a must. To generate policy thinking, one must first do extensive study.

Competency

Competency is defined as the ability to execute a certain task successfully, as shown by the acquisition of specific skills. People's abilities to succeed in a job are referred to as "competences," on the other hand.

Career Planning and Task Completion

Choosing a career, according to Campbell (1990), is the goal of career planning. A well-planned career, according to him, will improve task support in an organization since it was the individual's choice to pursue a profession, therefore it will spur them on to greater productivity and performance.

Relationship between career development and job effectiveness

According to White, Cox, and Cooper, (2002), this is the case Developing a successful career is an ongoing process that includes several phases. Each of these phases affects and has a substantial influence on work effectiveness since the individual's goals for their career development dictate their performance in terms of job effectiveness. As a result, there is a strong correlation between career development and job effectiveness. People who are in the middle of their careers and those who are just beginning their careers will have various levels of work effectiveness. Career advancement has a considerable impact on work performance, as shown by this finding (Kasworm & Marienau, 2000).

Empirical Review

When it comes to career advancement, one's behavior and the environment in which they work are regarded to have a major role. People of both sexes may expect to improve in their jobs if they are in an atmosphere that fosters growth, have the necessary skills and talents to do so, and are motivated (White, Cox & Cooper, 1992).

Havighurst (1972) and Schein (1978) believe that an individual's career progresses through a series of phases. Individuals are motivated to study because there are various developmental goals at each level that call for specialized knowledge and abilities (Huang, 1989). Individuals then go to the next level in their development as a result of the information and abilities they've gained. An individual is motivated to learn new things when he or she realizes that they or lacks the information, abilities, and attitudes essential to adapt to a changing environment or advance in his or her work (Tzai, 1996). To achieve educational objectives, motivation is essential (Kasworm & Marienau, 1997).

Campbell (1990) also argued that the three key drivers of work effectiveness, declarative knowledge, procedural knowledge and ability, and motivation, had an impact on individual variances in performance.

For further information, see Cooper (1992). An employee's work environment may either help or hurt their career. Corporate culture, according to Schein (2009), has the power to influence and form business policies and the general views of its employees, as well. According to some, there are instances of structural discrimination in recruiting and selection procedures related to career advancement within an organization. Men are said to gain from the inherent bias in career development that affects work performance since these procedures in organizations are rooted in masculine norms. Women's skills and perceived qualities are overshadowed by masculine attributes (Collinson, Knights & Collinson) (1990). For example, it is notable that women tend to be overlooked for high managerial roles. As a result of these types of discrimination, women's professional advancement may be impeded more severely than that of males. A woman's ability to advance in her career may be greatly influenced by the work environment in which she finds herself. Bias in career development is a result of the work environment, which includes perceptions about the appropriateness of an employee's career advancement to a higher position or their capacity to function successfully in their current roles. Women's advancement in the workplace may suffer if certain views are widely held in organizations (White, Cox & Cooper, 1992). When it comes to women's jobs, the dual-development paradigm takes into account both their professional and non-professional responsibilities (White, Cox & Cooper, 1992). For example, men and women are seen to be more flexible in how they deal with their husbands' employment. Women have been demonstrated to be more tolerant and flexible than males (Beena, 2011). What I'm trying to say is that women may sometimes put their careers on hold to support the job advancement of their significant others (White, Cox & Cooper, 1992). A study conducted in Australia found that, although women are now making up a larger percentage of the paid executive ranks, they are still the primary caretakers for their immediate and extended families (Austen & Birch, 2000). The survey indicated that women who work full-time are responsible for five hours of housework each week and are the primary caregivers for their children (Austen & Birch, 2002). Contrast this with males who work and spend an average of 2.9 hours per week on domestic duties (Austen & Birch, 2000). Having to work fewer hours means that female coworkers and superiors will have a negative impression of the level of dedication they have to work.

Job performance and profitability are directly linked to a person's capacity to establish a successful career. This is true regardless of their gender, economic status, or political views. When it comes to (Kasworm et al., 2000). Job effectiveness is different for those who are in the middle of their careers and for those who are just starting. To put it another way, this shows how important it is to stay on top of one's professional progress.

Changes in a person's professional life are described as "career development" when they occur over time (Brown, 2002). That being said, not every change is beneficial or a step forward. As defined in this research, "career development" refers to a person's professional life-changing in a systematic and recurring manner (White, Cox & Cooper, 1992). Increased compensation, more flexibility to pursue personal interests, and higher recognition and respect from colleagues are some of the hallmarks of these shifts in the corporate ladder. (White, Cox & Cooper, 1992). When it comes to career development, it is important to look at the variables that contribute to a successful career, including occupational space, individual potential, and

non-work space (White, Cox & Cooper, 1992). After learning what it takes to succeed in one's job, one may use Social Cognitive Career Theory (SCCT) to explain how a confluence of factors results in professional success. According to Bandura's Social Cognitive Theory, this idea was born. Self-efficacy and goal attainment are examined concerning external factors like the environment in which a person finds; this framework also addresses gender as a nominal variable (Lent & Brown, 1996).

Theoretical foundation

Roe's Theory of Career Choice (1956):

Anne Roe was among the first to utilize 'needs' openly and extensively in a theory of vocational development. Roe wanted to know how scientists' personalities differed. Roe found that childhood circumstances influenced subsequent career choices. Men from households that prioritized children's needs and warm, satisfying family ties tended to choose careers that offered extra warmth and support. Men whose jobs entail little touch with people and are generally alone come from backgrounds with few close ties.

Different parent-child relationships were considered as generating a primary person orientation. Orientations contribute to interest growth and career choice, says the hypothesis. Roe classified all vocations by field and level to codify her hypothesis. The field dimension is based on interests and professional emphasis, while the level dimension is based on responsibility, ability, and competence. According to Roe, genetic variations cause variances in interests and how individuals try to affect their surroundings. An individual's upbringing, an impression of his or her parents' views, and aptitudes should help anticipate the broad occupational class to be pursued.

Super's Theory of Career Development (1957):

In contrast to Ginzberg et al., who predominantly used an ego psychology framework to explain how adolescents choose job choices, Super (1957) used a phenomenological frame of reference to conceptualize career development. "In picking an employment, one is choosing a way of realizing one's self-concept," is his central belief. It's a lifelong process that extends into maturity as a person learns to manage the demands of a profession.

Hall's idea of continuous development from infancy through adolescence is carried on by Super, which proposes that the self-concept becomes clearer and more crystallized rather than conflicted as children get older. The consequence is that Super views adolescent career growth as a process of synthesis rather than compromise. Career development from early to late adolescence is characterized by three progressive trends: more goal orientation, independence, and realism.

A self-concept orientation is formed and three criteria for distinguishing phases are specified by Tiedeman and O'Hare (1963): discreteness, dominance, and irreversibility. Following are the elements of professional development that span these three phases, as outlined by Super:

In the early stages of adolescence, it is a sign of professional maturity to realize the cultural expectation that all people select a vocation of their choosing. As a young adult, a person's professional decision should be informed by credible and relevant knowledge about the working world and career choices should be viable and simple to put into action by the time they reach early adulthood.

Crites' Model of Career Maturity (1974):

In contrast to Ginzberg et al., who predominantly used an ego psychology framework to explain how adolescents choose job choices, Super (1957) used a phenomenological frame of reference to conceptualize career development.

"In picking an employment, one is in fact choosing a way of realizing one's self-concept," is his central belief. It's a lifelong process that extends into maturity as a person learns to manage the demands of a profession.

Hall's idea of continuous development from infancy through adolescence is carried on by Super, which proposes that the self-concept becomes clearer and more crystallized rather than conflicted as children get older. The consequence is that Super views adolescent career growth as a process of synthesis rather than compromise. Career development from early to late adolescence is characterized by three progressive trends: more goal orientation, independence, and realism.

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Philosophical foundation

A healthy mind may be developed via the study of philosophy. It aids in the development of a critical, analytical, and introspective mind. Philosophy also aids in the development of human creativity, innovation, and inventiveness, all of which aid a person in making choices about what they want in life.

Job satisfaction and social recognition are seen as the most important factors in career growth from a philosophical perspective, whereas an organization's success is seen as the most important factor in determining whether or not a person is pleased with his or her work. (Skirbekk, 2001:35). A meta-analysis of personnel psychology selection approaches indicated that general mental capacity was the greatest overall predictor of work satisfaction and training

success. On the other side [13] A person's ability to absorb and retain knowledge in a profession that requires a lot of training is less likely to be correlated with their overall mental aptitude (or IQ). Another excellent predictor is conscientiousness, which, however, is linked to intellect and hence eliminated from meta-analyses.
There is strong evidence that general cognitive capacity and conscientiousness explain for 20-30 percent of the variable in work performance, with more complicated tasks lying in the higher half. Conscientiousness hinders achievement in creative, inventive, or impulsive occupations including art, social and investigative occupations. Work performance is also influenced by other psychological aspects, such as creativity, leadership, honesty, punctuality, and collaboration.

Intelligence is correlated with work performance in different ways depending on the profession. Extraversion and conscientiousness were shown to predict both ratings and sales in a 1998 meta-analysis of the determinants of salesperson job performance, however general cognitive ability and age were found to be associated with ratings but not sales. A good mentor and interpersonal qualities predict professional success, a notion connected to work performance, and happiness, better than high education or IQ, except for particular jobs.

Gap in literature

As a result, there is a void in the literature and the practical approach to career development and work effectiveness that has not been fully addressed. This is a lack of material or knowledge on the link between career growth and work performance.

Conclusion

In summation, Work and life are intertwined in the growth of a person's career. Early childhood development is a critical time for children to begin formulating their eventual career goals and aspirations. And a person's profession choice has an impact on their ability to do their work well. Therefore, it is recommended that appropriate measures be put in place to determine career growth in order to improve work performance.

Recommendations

The following recommendations were drawn from the study:

1. There should be adequate training (workshop/seminar) in an organization in other to enhance career development which in return enhance job effectiveness which enhance organizational growth and profitability.
2. Employee should adequately study career development in other to avoid a defective career which affect job effectiveness
3. Employee should decide his/ her career not only on financial remuneration but on job satisfaction and effective

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Media Framing of Domestic Violence by Nollywood Movies and Female Aggressive Behavior towards Men in Port Harcourt, Rivers State

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Abstract: *This study investigated media framing of domestic violence by Nollywood movies and female aggressive behavior towards men in Port Harcourt, Rivers State. The high level of female intolerant of their male counterparts when it comes to domestic issues in Port Harcourt, Rivers state which has led to an increase in several break ups and divorces in Marriages calls for concern. This paper suggests the framing of domestic violence contents by Nollywood movies in Nigeria which portrays men as oppressors and violators of women as a pointer to the increasing defensive aggressive behavior of most female audience to this programme. In order to investigate this phenomenon, the cross sectional survey research design method was used, and the population of the study included the residence of Port Harcourt City Local Government Area with an estimated population of 3,171,076 residents (World Population Review, 2021). Using Krejcie and Morgan table, a sample size of 384 residents of Port Harcourt Local Government Area was derived which constituted the sample size for this study. Out of 384 copies of questionnaire distributed to respondents, 372 copies were valid and used for the analysis. The data gathered from the copies of questionnaire were presented and analyzed using frequency distribution and percentage for ease of comprehension. The findings of study revealed highly exposed to domestic violence content, ladies perception of Nollywood movies portrayal of domestic violence against women as annoying and a thing to guard against, and portrayal of domestic violence influencing women aggressive behavior. Based on the findings, the study recommends Advertising Regulatory Commission of Nigeria's regulation of Nollywood movies contents so as to reduce the portrayal of male as oppressors, establishment of domestic violence court series television programme in Nigeria just like the "All Rise (TV series) in America to treats issues relating to domestic violence on a life television broadcast, and government implementation of legislations to reduce domestic violence against men.*

Keywords: *Domestic Violence, Nollywood Portrayal, Female aggressive behavior, Victims, Men, Port Harcourt, Rivers State, Nigeria.*

Introduction

The media is an instrument used in marketing communication to promote certain brand, goods or services for both tangible and psychological benefit of the target audience or market. Even movies such as the Nollywood brand of movies are products sold to the Nigerian audience and those in diaspora. The content of these products nowadays have been noted to negatively influence the female gender around Port Harcourt in Rivers state and Nigeria at large. The way the media presentation of issues relating to domestic violence over time has played out, it has

proven to have an effect on the behavior of the public who are exposed to the media contents shown on television and social media.

Within the context of Port Harcourt and Nigeria as a whole, there has being a shift from male being the oppressors when it comes to domestic violence as noted in Africa to woman now being more aggressive to their male counterpart. One may wonder why the change in attitude. The answer is not farfetched from the media contents of Nollywood movies, which majority of its audience are females and are being exposed to on a daily bases, contents of male chauvinism, and male oppression of female in manners that upset the female audience who puts up a defensive attitude in reality to their partners

As the Holy book will say "God created the woman out of the ribs of the man to serve as his companion". Humans as a social animal cannot live alone hence interacts with one another in other to survive (Nwachukwu & Origbo, 2022). But man prone to having crises and disagreement with his fellow most often results to intimate or domestic violence with his spouse or partner. Historically, for decades mostly in Africa, the female folk have been considered as the property of their male counterpart and as a servant who does domestic chores at homes, and by mostly not taking into considerations their emotions, feelings and sentiments. African women were seen as the property of the man she is married to. Nevertheless, the status women have in Africa is changing due to recent laws passed by both international and national organization in a bid to protect women's rights (Raza & Hussain, 2016). The term domestic violence is often likened to women being victims to a greater percentage in Africa, but does not mean that men are excluded from being violated by their wives and partners as well.

Recently in Africa mostly Nigeria, there has been a shift in the trend as regards to men being the violators of women whenever domestic violence is mentioned to most women being the aggressors. The anomaly of most women now being the oppressors and men being the victims within the context of Nigeria were very rare before. That is why Dienye et al. (2014) argues that although men suffering domestic violence in Nigeria is rare, but never meant that most men in Nigerian do not in one way or the other encounter domestic violence at the hands of mainly their intimate partners. According to reportage in several media outlets in Nigerian in February 2016, Yewande Oyediran who is a female lawyer killed her husband by stabbing him to death (Olaseinde & Ogwuche, 2022). Several other cases like that of Yewande exists and have been documented in Nigeria such as the one made by Tygal (2015) were all the domestic violence victims were male who either was poured hot water by their wives due to annoyance and anger. These cases proves that there is a change in the mindset held in Nigeria about men being the stronger gender in relationships and marriages, since they are now being violated by their spouse when it comes to domestic violence related issues.

Considering the media as the eyes of the public, one can investigate the rise of this anomaly from the influence of media portrayal or framing of domestic violence in Nigeria which in most cases fuels the retaliation of the female gender on issues of violence from men. Nollywood

movies of Nigeria are filled with narratives of male chauvinism, domestic violence of male against females which irritates majority of the audience which are female who would vow to retaliate, or not tolerate male oppression. Based on the repeated view of such media content, women will turn aggressive towards their male partners on domestic issues. This narrative supports the findings of Olaseinde and Ogwuche (2022) from their study which showed the female respondents being highly exposed to contents of where women are being violated on television programmes which has in turn caused a shift to most of the women turning aggressive and now violates their husbands.

Mucheni (2015) asserts that the television has a very strong influence on its audience mostly when it projects similar ideas, behaviors, and occurrences consistently over several programmes. Recently, there has being a shift in media programme concerning the case of men being the violators of women to women now being the oppressors of men as shown in several resent television programmes (Corry et al., 2002). Even, the contents of most programmes openly permit women to aggressively defend themselves against men (Mucheni, 2015). These serves as a pointer to increasing influence of media framing of domestic violence on movies in Nigeria. Also, most music videos shows women as weak, dressed in semi-nude wears and a play toy for male. In these music videos, the males are always well-dressed while the ladies are half-naked dancing to the amusement of the males. These media framing encourages the upcoming youths who are exposed to these videos to treat women around them with disrespect, where by leading to gender violence.

These examples prove the great influence media framing has on its audience in Nigeria. Hence it is pertinent that an investigation into how media framing of domestic violence by Nollywood movies helps fuel a twist in the increase of females aggressive behaviors in relationships in Nigeria. Although several studies have been conducted on media framing of domestic violence (Ekweonu, 2020; Owusu-Addo et al., 2018; Chuka & Ngwube, 2018; Talabi, 2016), there seems to exist scarce empirically subjected study within the domain of Port Harcourt that concentrates on the impact of media framing of domestic violence by Nollywood movies on female aggressive behavior, hence our departure point. This point to a gap worthy of filling by this study.

Statement of the Problem

The problem that informs this study is the increase in domestic violence and divorce in Nigeria after the covid 19 pandemic and the society not crying out about it for government intervention. Although there has being the existence of domestic violence even before 2020, it was reported to increase within and after the lockdown period (UN, 2020; Lennard, 2020). Preliminary investigations points to the fact that most women in Nigeria are today highly intolerant of their male counterparts when it comes to domestic issues unlike was customary in the African setting which has led to an increase in several brake ups and divorces in Marriages. This study suggests the media contents of most television programmes such as the Nollywood movies as the reason behind the new anomaly of female aggressiveness and intolerance of

male when it comes to domestic misunderstandings. Hence this study tired investigating the extent the media framing of domestic violence by Nollywood movies actually motivates or stairs up female aggressiveness towards their male partners within Port Harcourt in Rivers state.

Aim and Objectives of the Study

The aim of the study was to investigate media framing of domestic violence by Nollywood movies and female aggressive behavior in Port Harcourt, Rivers state.

While the specific objectives include:

1. To explore the audience level of exposure when it comes to domestic violence on Nollywood movies in Port Harcourt.
2. To investigate the perception the audience has about the way the movies portrays domestic violence.
3. To investigate how the movies presentation of domestic violence encourages women in acting violently?

Research Questions

Based on the objectives of the study, the following research questions were formulated

1. To what extent is the level of exposure audience get on domestic violence contents on Nollywood movies in Port Harcourt?

2. How does the audience perceive Nollywood movies portrayal of contents relating to domestic violence in Port Harcourt?

3. To what extent is the movies presentation of domestic violence contents influence the female gender to act violently in Port Harcourt?

REVIEW OF RELATED LITERATURE

Theoretical Review

This study discussed two theories that relates to our area of concern which include the Agenda-Setting theory, and framing theory. The study was anchored on the Goffman's framing theory which according to Smith (2014) looks at the mode with which the media presents a given message to their audience. The framing theory was important to this research as the study digs to investigate how the media presentation of domestic violence related issues to the audience in Port Harcourt influences a change in the behavior of women aggressiveness. The two theories are discussed below.

Agenda-Setting theory

Smith (2014) argues that McCombs' agenda setting theory focuses on newsworthiness. In spite of being a theory in progress, the agenda-setting theory of mass communication suggests that by the repeated and effective reportage of an event through the media, the audience would learn concerning the event and hopefully behave the way the media has directed them to on such occasions (Ekweonu, 2020). This serves in this study as a pointer to why repeated viewership of male chauvinism and violence against women in Nollywood movies influences women aggressive behavior towards their male partners in Port Harcourt which has caused increased divorce rate in marriages of lately. The agenda-setting theory turns mass media to be an important controller of opinion and seen as what directs peoples discussion and views on talked about matters in some parts of the world. The importance of this lays in the fact that if the continues rate of increase in domestic violence contents on Nollywood movies gets constant viewership within the media space, then it will capture the audience attention in that media. Hence, the media reporting could induce the audience mostly females to device means of restricting domestic violence from men. La Rocca (2017) asserts that the mass media has the power to change how the public perceives what happens within their locality. The ability of the media to do this resides in their capacity to draw happenings close to the audience, and set their attention to a particular issue which on a normal circumstance they would not have given attention to (Agudosy & Ikegbunam, 2020). By drawing these news closer to the citizens, media gives them a particular way of interpreting what was passed to them whereby enabling the audience comprehend the event (Ekweonu, 2020).

Framing Theory by Goffman

Smith (2014) tried differentiating framing theory from the agenda-setting theory of McComb, whereby he argues that while the agenda-setting theory concentrates on how worthy a news is, framing theory is focusing on the way the media frames a message it passes to its audience. Framing according to Baran and Davis (2009) is a framework which aids in examining the way the media can explain more and strengthen the frames they present to the audiences. They define a frame as a particular arrangement of explanation which the media uses to make sense about a particular public situation happening within a specified time period (Baran & Davis, 2009).

The way people interprets what happened in an event is not gotten only from their engagement with others but as well from information they generate form media content (King'ori & Ojiambo, 2016). Albertazzi and Cobley (2013) opines that the way the media frames a topic depends on the perspective they want the news to be, whereby they can highlight or downplay some part of the information.

Concept of Domestic Violence

Domestic violence is of a great concern to the world and has a remarkable effect on public health (WHO, 2013). WHO (World Health Organization) saw domestic violence as any

predisposition in a relationship by a partner which inflicts physical, sexual or psychological harm to another member of the relationship. While Oxford Dictionary defines it as violent behavioral act within a particular home, which normally involves the abuse of a partner in a violent manner. The United Nations (2020) defined domestic violence as a way of expression in any relationship that helps gain or maintain power and control over a person's partner. Meanwhile, the United States Department of Justice Office on Violence Against Women, defined it as a form of behavior which is abusive within any relationship taken as a means by one partner to maintain or gain control over another partner.

Domestic violence can be seen as one among the regular types of violence which women experiences (Fraser, 2020). Several of cases reported about domestic violence were carried out by men on women; notwithstanding that men can fall victim of domestic violence as well (Benebo et al., 2018). In Nigeria, the frequent types of domestic violence carried out against women include wife beating, rape, molestation, corporal punishment, and attacks with acid, (Chuka & Ngwube, 2018). Domestic violence according to the UN (1993 cited in Ekweonu, 2020) can be seen as gender-based violence act which turns out to be sexual, psychological, physical harm or suffering to women which includes the threatening of carrying out such acts, forceful deprivation of her liberty, either happening in private or public. Globally, domestic violence has been considered a great threat to the health of the victims and the whole society at large.

In general terms, the women of Nigerian are perceived to be the victims when it comes to cultural practices that discriminates and gender-induced violence where they are regarded as a thing of pleasure, and temptation (Ihechu et al., 2017). For example, a man in Nigeria can batter his wife and there will be no consequences for that, while at the same time people will be expecting the wife to kneel down and beg the husband that beat her. Certain practices in Nigerian culture which is against the women folk is the bane of worries for the female gender (Odunjinrin, 1993 cited in Ihechu et al., 2017). Omojola and Yartey (2016) argued that certain practices in Nigerian culture which empowers men to oppress the women is to a wide extent condoned by several societies where it is deeply embedded in their culture, and they belief in the husband chastising his spouse through beating.

Domestic Violence against Men

Recently, with the advent of technologies such as the social media, the narratives of female violating their male counterparts are surface in Nigeria which is rare before. Domestic violence against men according to Adebayo (2014) can be seen as the aggression meted on men by their wives and partners. This act of lately has increased in proportion leading to several breakups in marriages in Port Harcourt and Nigeria at large. This assertion is corroborated by Corry et al. (2002) who argued that that in these days, there are more media coverage about reportage on domestic violence carried out on men than the usual which was usually on women folk. They also related the step by step shift in recent days TV presentation of contents that are violent, which moved from men normally violating their spouse to the ladies now oppressing their men and husbands in this day's communities, as shown on movies, television, law courts and

feminist movements. Mucheni (2015) supported this view and argued that permissions are now publicly given to women to even aggressively defend themselves in such programme contents. These have increased the act of domestic violence against men in Port Harcourt. Olaseinde and Ogwuche (2022) assert that domestic violence carried out on men happens almost in every place in various levels. In the views of Tygal (2015), the act of domestic violence meted against men is less popular when compared with that of women due to reasons which includes feeling of shame and powerlessness, low self-esteem, stigmatization, fear of failure, etc.

Olaseinde and Ogwuche (2022) stated that recent occurrence in Nigeria mostly in 2016 shows that females exceeded physical violation of their male partners to the length of hiring thugs to assassinate their husbands and actually succeeded in killing some. For instance, it was reported that in Ogun State, Oluwakemi Etu machete her husband because he married another wife. A banker by name Onyebuchi was paraded alongside Kingsley Ikechukwu and Chigozie Smart for an attempt to assassinate her husband. Also, there is the case of a female barrister by name Yewande Oyediran who cut the throat of her husband because he married another woman. All these incidence proves that in Nigeria these days, men are not exonerated from being violated as well by their female partners.

Men faces other forms of domestic violence in Nigeria apart from being killed which includes verbal abuse from their female spouse, deprival of sex, emotional abuse, physical attack in the form of slapping and hitting by object. Severally, men will not discuss about their violation by their female partner because they feel its a thing of shame since the beating of a man by a woman is not culturally accepted within societies in Nigerian (Olaseinde & Ogwuche, 2022). The entire shift in behavior by females in Port Harcourt can be attributed to frequent viewing of contents on the media relating to domestic violation of female by male which stairs up retaliatory tendencies in the female audience.

Going by Mucheni (2015)'s argument, it can be inferred that the constant viewership of contents of violent crime in the Nollywood movies are subsequently going to motivate the female audience to start displaying a given attitude that is in tandem with what the media presents. Olaseinde and Ogwuche (2022) argues that due to an increase in various forms of recent violation meted against women coupled with the yearning to defend themselves, any woman that is constantly violated by her husband who is exposed to the resent media contents showing where women takes revenge will as well put up a defensive position and turn aggressive in reality.

Concept of Media Framing

The term media represents a medium for which large group of people receives information and entertainment which includes through the television, radio, internet and print media. The way the media sends or transmits the message to the audience which is called media framing

influences the way the people perceives or reacts to the messages or information passed by the media. That is why Arowolo (2017) argued that media framing has an influence on the way the audience interprets the information passed.

Eaton (2020) defined media framing as the means of thoughtfully fabricating a message in order to obtain an intentional effect on the audience. He went further to define it as simply the manner which delivered message influences the understanding of the audience who receives it (Eaton, 2020). Framing according to Quizlet (2022) is the procedure through which a medium such as television broadcast or newspaper reportage presents given issue which can be political or socially related outlining the key message that is vital in the issue. IGI Global (n.d) defined media framing as the means which a given media arranges the topics and events they present in a certain angle. It is through the process of framing that reportage are made meaningful for proper understanding by the audience. According to Critical Media Review (2015) media framing could simply be seen as the angle or perspective from which the reporter tells the story. It can also be defined as a written, graphical, spoken, or visual message arrangement that a reporter through the means of a technological channel, utilizes in contextualizing a topic, such as an event or issue (D'Angelo, 2017).

Entman (2003) gave a valid explanation of how the media framing affects how audience interprets issues presented to them by the reporter using certain procedures which includes selection of points to elaborate. He argued that, to frame means to choose certain aspect of the event and make them more elaborate in the reportage so as to promote a given interpretation to it (Entman, 2003). Through the act of elaborating certain part of the information, the media framing increases the importance of the projected message mostly through repeating or associating it with symbols that are familiar with the culture of that environment (Owusu-Addo et al., 2018). Similarly, media frame omits other or blocks other parts of the report (Entman, 2003).

Empirical Review

The research work by Easteal et al.'s (2015) looked at the power the media has in transforming the opinions of the public concerning violence women face, and discovered that the media develops its own reality of violence women face through the use of framing techniques which detaches the issue from the broader social context. Several research work have proven that the way media frames their news can impact on how the audience perceives the presented issues (Carll, 2003; Holden, 2012).

Ekweonu (2020) investigated how domestic violence against women is being covered in select Nigerian dailies. The study utilized the content analysis method in the review of the content manifest of Vanguard, the Daily Sun and Guardian newspapers from the 23rd of March to June 2020. The period of the study covered a summation of 100 days which translated to 300

publications of the three newspapers being investigated. The Agenda-setting theories and social responsibility theory served as the theoretical framework for the study. The study found out that the investigated newspapers did not give adequate coverage or prominence to women violation during the period of lockdown. It as well discovered that the newspapers did not adequately do a follow-up on their reportage of domestic violence during this time.

Daniel et al. (2019) investigated the perceptions of residences of Uyo concerning the selected newspaper coverage concerning domestic violence within Nigeria. Survey research method was adopted which investigated how 400 respondents perceived the reportage of domestic violence. The study found out that greater percentage (51.3%) of the respondents agreed that Vanguard and Daily Sun newspapers did not frequently report on domestic violence issues. The study therefore recommended that efforts should be made to make domestic violence issues very prominent on these newspapers such as the publication of domestic violence news on the cover pages of the newspapers.

Owusu-Addo et al. (2018) in their study investigated the adopted media framing on domestic violence. This study adopted the method of qualitative content analysis in order to analyze the way the Medias in Ghana framed domestic violence issues against the female gender with a total amount of 48 news articles. The findings of the study showed that the media used episodic media framing pattern to cover domestic violence issues. It showed a scenario where individuals were blamed for the violence and painted women to be helpless which failed to stair up society's concern about domestic violence as a general problem rather than individual issue

Chuka and Ngwube (2018) investigated the effect of the media in the fight against domestic violence among women and girls in Yola North Local Government Area of Adamawa State. The research used a descriptive survey research design and the method of data collection was Key Informant Interview (KII). The question guide titled "Domestic Violence Questionnaire (DVQ) was used to generate the required data and the collected data were analyzed using qualitative content analysis. The study found out that media can provide a platform for key influencers (politicians, celebrities, women groups, sports-people etc) to publicly challenge violence. It also found out that the media has been a useful way of exposing abuse wherever it happens, and for women and men across the world to come and disclosing information is a vital tool in this fight

Also, Talabi (2016) investigated the predominant frames which the print media uses in the reportage of violence against women. The research method of manifest content analysis was adopted in the study with editorials, opinion articles, stories and graphics/cartoon as the study's units of analysis. The study found out that most newspaper were active in the reportage of women abuse, but the editorial bias tone in the abuse stories were not given.

In another study, Yusuf et al. (2011) evaluated domestic violence, emphasizing on men and women physical violence among each other in their relationship. The research work took a survey research method while evaluating a sum of 989 responses from data base which was sampled using multi-stage cluster sampling procedure done within Nigeria's six geo-political zones. The study discovered that majority of females received physical violence when compared to their male counterpart; hence the study went ahead to recommended establishment of strategies by major stakeholders to reduce this threat.

Research Methodology

Our research utilized the research design called the cross sectional survey method, and the study population included the residence of Port Harcourt City Local Government Area with a population that is estimated to be **3,171,076** inhabitants (World Population Review, 2021). Using Krejcie and Morgan table, we derived a sample size of three hundred and eighty four (384) residents of Port Harcourt Local Government Area which constituted the sample size for this study. Using convenient sampling techniques, the researchers purposefully administered 384 copies of questionnaire to residents who watch Nollywood movies, out of which three hundred and seventy two (372) copies of questionnaire were confirmed valid and were utilized for the analysis. The Instrument for data collection was an eighteen (18) item questionnaire which was used to elicit data on the research variables. The data accumulated from the copies of questionnaire were presented and analyzed using frequency distribution and percentage for ease of comprehension. Data were analyzed using the 4-point likert scale on a 2.5decision rule.

Data Analysis and Results

Here, we showed how the data that was given out to the respondents which was later retrieved where analyzed in the study. It began with the analysis of the demographics of the database, and then progressed to the analysis of the research questions.

Table 1: Frequencies on Gender of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	304	81.7	81.7	81.7
	Male	68	18.3	18.3	100.0
	Total	372	100.0	100.0	

Source: Field Survey, 2022

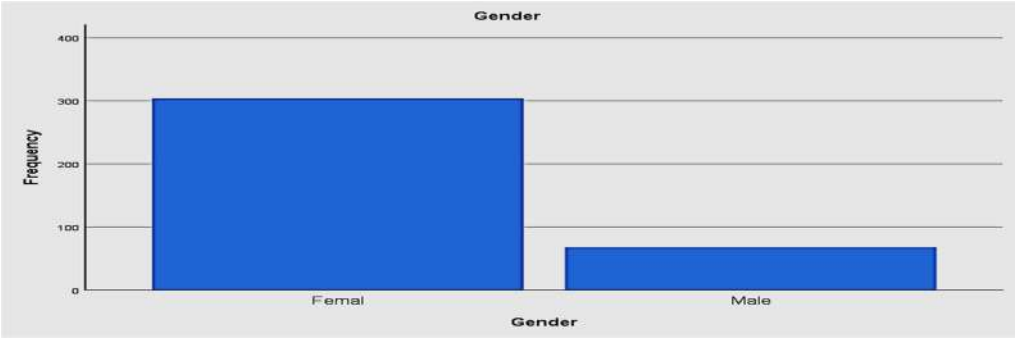

Figure 1 – Bar Chat showing frequencies for information on Gender

The analysis displayed in table 1 above, clearly showed that 304 (or 81.7%) of the respondents are female while 68 (or 18.3%) of them are female.

Table 2: Frequencies on Age Bracket of Respondents

	Age Bracket	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15 - 20 years	92	24.7	24.7	24.7
	21 - 25 years	225	60.5	60.5	85.2
	26 & Above	55	14.8	14.8	100.0
	Total	372	100.0	100.0	

Source: Field Survey, 2022.

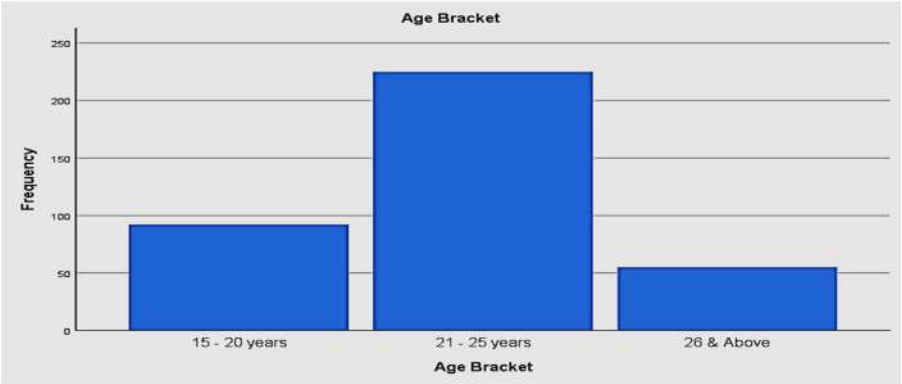

Figure 2 – Bar Chat showing frequencies for Age Bracket

Table 2 report on the analysis conducted for the respondents age bracket indicates that 92 (or 24.7%) falls within the range of 15-20 years, 225 (or 60.5%) falls between the age range of 21-25 years; 55(or 14.8%) are within 26 & above.

Table 3: Frequencies on Respondents' Level of Education

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	78	21.0	21.0	21.0
	Under Graduate	205	55.1	55.1	76.1
	Graduate	89	23.9	23.9	100.0
	Total	372	100.0	100.0	

Source: Field Survey, 2022.

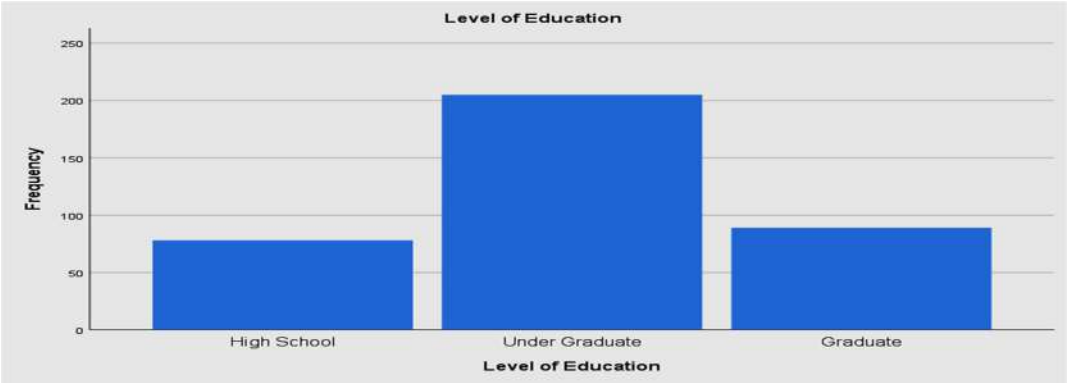

Figure 3 – Bar Chat showing frequencies for Level of Education

In table 3, it indicates that 78 (or 21.0%) of the database are high school graduates; 205 (or 55.1%) of the respondents are under graduates; 89 (or 23.9%) are graduates.

Table 4: Frequencies on Respondents' Marital Status

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	127	34.1	34.1	34.1
	Married	232	62.4	62.4	96.5
	Divorced	13	3.5	3.5	100.0
	Total	372	100.0	100.0	

Source: Field Survey, 2022

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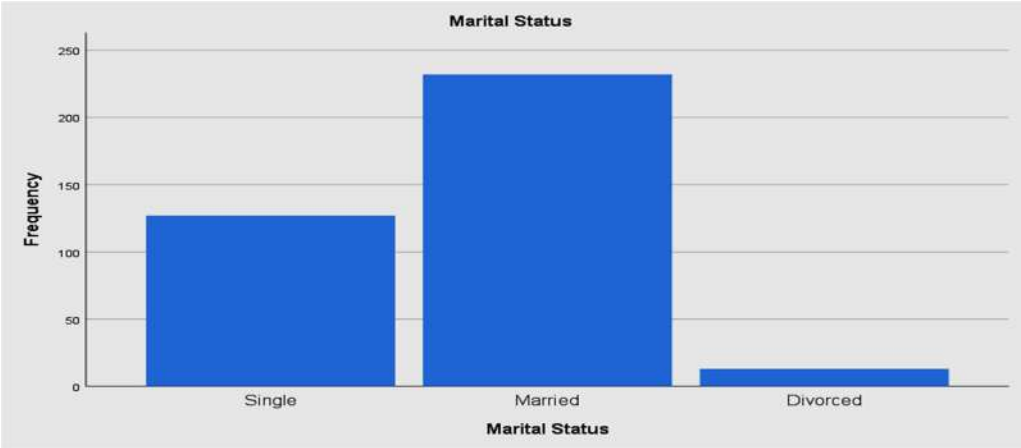

Figure 4 – Bar Chat showing frequencies for Marital Status

The analysis in table 4 above reveals marital status of each respondent. 127 (or 34.1%) of the respondents are single, 232 (or 62.4%) of them are married, while 13 (or 3.5%) of them are divorced.

Analysis of Major Key Research Questions

Research Question 1: The level which the television audience are exposed to domestic violence on Nollywood movies in Port Harcourt

Table 5

ITEMS					
Do you watch Nollywood movies?	**Yes**	**No**			
	368 (99%)	4 (1%)			**372** (100%)
How often do you view domestic violence scene on Nollywood movies?	**Frequently**	**Often**	**Occasionally**	**Rarely**	
	118 (32%)	**227** (61%)	**23** (6%)	**4** (1%)	**372** (100%)

Source: Field Survey, 2022

From the results of table 5 above, it indicates that our database are well exposed to Nollywood movies on domestic violence since greater number of them which totals to tune of 227 (or 61%) often come across domestic violence on Nollywood movies, 118 (or 32%) comes across it frequently, 23 (or 6%) accepts to coming across it occasionally, while 4 (or 1%) rarely comes

across domestic violence on Nollywoods movies. The high level of exposure is due to the fact that majority of residents in Port Harcourt owns a television and cable tv.

Research Question 2: How audience perceives Nollywood movies domestic violence portrayal in Port Harcourt?

Table 6

ITEMS Adapted from Olaseinde & Ogwuche (2022)					
How do ladies perceive Nollywood movies portrayal of domestic violence against women?	**Annoying Situation**	**Sad Situation**	**As a thing to guard against**	**As a normal occurrence**	
	135 (36%)	**30** (8%)	**201** (54%)	**6** (2%)	**372** (100%)
Do you agree that most men are ashamed of talking about the experience of abuses they received from their wives?	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	
	301 (81%)	**62** (17%)	**9** (2%)	_	**372** (100%)
Which of this group do you feel men would likely share their domestic violence experience with?	**Friends**	**Family**	**Police**	**None**	
	123 (33%)	**249** (67%)	_	_	**372** (100%)

Source: Field Survey, 2022

From the result in table 6 above, it proves that greater percentage of the respondents (201 or 54%) agrees to the fact that ladies perceives domestic violence as a thing to guard against, also 301 (or 81%) strongly agrees to the fact that most men feel shy talking about their experiences of abuse from their wives. Lastly, greater percentage (249 or 67%) admitted that men are likely to share their domestic violence experiences from their wives with their family, followed by their friends (123 or 33%). These findings proved that the female audiences have a negative perception towards Nollywood movies portrayal of domestic violence in Port Harcourt in terms of seeing it as a situation to guard against. That most men are shy talking about the abuses they receive from the ladies and will discuss it to family and friends when the feel compelled to.

Research Question 3: How does the movies domestic violence portrayal propel women to act violently in Port Harcourt?

Table 7

ITEMS Adapted from Olaseinde & Ogwuche (2022)					
Women are susceptible to turn violent against men due to the content they watch on Nollywood movies?	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	
	167 (45%)	**142** (38%)	**63** (17%)	**_**	**372** (100%)
Exposure to violent media content propels women to defend their rights from oppression?	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	
	78 (21%)	**282** (76%)	**12** (3%)	_	**372** (100%)
By what method do you think women will defend themselves against violence related issues?	**Verbally**	**Physically & Emotionally**	**Sexual denial**	**Do nothing**	
	192 (52%)	**68** (18%)	**108** (29%)	**4** (1%)	**372** (100%)

Source: Field Survey, 2022

The results of table 7 above revealed that greater percentage (167 or 45%) of the respondents strongly agreed that women are likely to turn violent against men based on the contents the see on Nollywood movies. Also greater number of the respondents (282 or 76%) agreed that being exposed to violent media content incites women to defend themselves against oppression. Also, it was highly agreed (192 or 52%) that women verbally defend themselves in their marriages in the cause of domestic violence.

Discussion of Findings

Research question number one tried investigating the length Port Harcourt audience are exposed to contents of domestic violence on Nollywood movies in Port Harcourt, and the findings showed that the rate of exposure audience get on contents of domestic violence on Nollywood movies was high. The finding proved that 368 (or 99%) of the respondents watch Nollywood movies, with a greater percentage of them (227 or 61%) often exposed to domestic violence contents on the movies while 118 (or 32%) admitted to frequently being exposed to domestic violence content on the movies. The findings points to the fact that greater percentage of the respondents have high exposure to domestic violence content on these movies and are much aware about it as portrayed by the movies. This is in line with the findings of Olaseinde & Ogwuche (2022) who in their study found out that majority of their database

had great exposure to contents of domestic violence content on tv programmes. Greater amount of exposure to contents relating to domestic violence on tv is the beginning point for the female viewers to build up negative emotions about the opposite sex in matters relating to domestic quarrels since television has the capacity to influence its viewers. Mucheni (2015) asserts that the television has a very strong influence on its audience mostly when it projects similar ideas, behaviors, and occurrences consistently over several programmes.

Secondly, research question two investigated the audience perception of Nollywood movies domestic violence portrayal in Port Harcourt. The research findings showed that ladies perceive Nollywood movies portrayal of domestic violence against women as a thing to guard against (201 or 54% attests to this), while 135 (or 36%) saw it as an annoying situation. These factors clearly portray their negative perception of domestic violence content on Nollywood movies, and a feeling of defending themselves against the real life occurrence of such situation. Concerning the perception of if men feel ashamed to talk about their being abused by their spouse, 301 (or 81%) of the database "strongly agreed" that most men are shy talking about the abuses they received from their wives, 62 (or 17%) "agree" to the statement, while 9(or 1%) disagrees to the statement. This shows that in Port Harcourt, men feel shame to talk about the case of them being the victim in a domestic violence issues. Even if they do talk about it, 249 (or 67%) of the respondents selects that they discuss it with their "family", 123 (or 33%) choose that they discuss it with "friends." The finding is in line with the submission by Adebayo (2014) who argued that the tragedy lies in the fact that men who find themselves in that situation shy away from openly talking about their experience, as it will expose them to ridicule and will bruise their ego.

Thirdly, research question number three tried investigating how Nollywood movies portrayal of contents relating to domestic violence encourages ladies to react violently in Port Harcourt. Form the result of the analysis as shown in table 7, greater percentage (167 or 45%) strongly agree that women are likely to turn violent towards men due to the contents of domestic violence scene the view on Nollywood movies. Also, Majority of the respondents (282 or 76%) agrees to the fact that being exposed to violent media content encourages ladies to defend themselves against oppression. Also when asked what means women utilizes in defending themselves in their marriages against domestic violence, 192 (52%) subscribed to "verbally", 108 (29%) subscribed to "sexual denial", 68 (18%) chose "physically and emotionally", while 4 (1%) said they will "do nothing". Generally, these findings explains that that the portrayal of domestic violence contents in Nollywood movies influences women in Port Harcourt to act violently one way or another in defense against oppression. This is because media contents tend to influence the behavior of most of its audience. Rothwell (2019) corroborates this findings when he asserts that a wave of resent research on social science indicates that the quality of programmes watched can impact on the viewers in several ways, whereby shaping their reasoning and even affecting their cognitive ability. Also Wang et al. (2015) states that

academic studies have recognized the impact of certain television contents such as violence or sexuality on viewers' behavior.

CONCLUSIONS

Based on the study findings, it concludes that domestic violence related contents on Nollywood movies which shows men as aggressors and violators of women incites women in Port Harcourt to turn very aggressive in reality to their partners as a means of defense against such scene seen on these movies. These have caused an increase in the behavior of females been very aggressive towards men of lately and an increase in several breakups in marriages and relationships. The study also concludes that men are ashamed to speak up when they are being violated either verbally or physically by the spouse due to the mentality in Africa that a man should be in charge of his home so as not to be seen as a weakling.

Recommendations

1. This study recommends government agencies such as Advertising Regulatory Commission of Nigeria to regulate the contents of Nollywood movies so as to reduce the portrayal of male as mean oppressors and intimidators of women, and put them in the light of responsible people who can also fall victim of domestic violence.

2. There should be domestic violence court series television programme in Nigeria such as "All Rise (TV series) in America and other develop climes which will treats issues relating to domestic violence on a life television broadcast to draw the attentions of the public to the reality of the domestic violence challenges, while sensitizing them on what step to take.

3. Government should implement legislations to reduce domestic violence meted against men and the. law enforcement agents should as well accept the fact that husband battering and other types of domestic violence against men is real and men needs to be protected from it.

4. The study recommends that women after viewing contents of Nollywood movies relating to domestic violence should learn from it as a means of improving their relationships and marriages rather than turning aggressive due to contents they are exposed to.

5. The study advice men in Port Harcourt to speak out about the violation they go through in the hands of their spouse rather than being ashamed and hiding it so that these issues can be brought to public view and debates in the media which will help curb the increase in such trends.

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Work Humanization and Employee Productivity of Private Hospitals in Rivers State

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Abstract: *This study investigated the impact of work humanization on employee's productivity in private hospitals in Rivers State. This study specifically ascertained the influence of empowerment and empathy on employee's productivity. The cross-sectional survey method of the quasi-experimental research design was adopted for this study. A population of 860 was obtained for this study, a sample size of 265 was obtained using the Krejcie and Morgan table. A well-structured research questionnaire was used as an instrument to gather information from the respondents. A simple random sampling technique was used to collect information from 265 respondents out of which 233 questionnaires were deemed useful for the study. Furthermore, Spearman's Rank Order correlation analysis was used to test the hypotheses at a 0.01 level of significance. The result of the data analysis showed that there is a relationship between work humanization and employee productivity. The result of the data analysis showed that there is a relationship between empowerment and employee productivity and that there is a relationship between empathy and employee productivity. The study however recommends that the organizations' department should develop and implement a comprehensive humanization of work-life for the staff. This would make them proactive and resilient, and effectively propagate to organization policies.*

1.0 Introduction

As the business environment gets more competitive, dynamic, volatile, and unpredictable. Organizations are constantly exploring advantages or potential processes and procedures that give them a relative competitive advantage through quality, cost leadership, or differentiation. There is a growing concern on how the work environment strategically positions a firm to improve productivity and gain competitive advantage through economies of scale and quality value offerings to the market Awa, Ojiabo, and Best (2016). The productivity of employees is significantly affected by their work environment both physical and psychological work environment especially for medical practitioners whose output and productivity can significantly be impacted their working conditions Zhang (2012). Work humanization in hospitals as a result has taken the front burners as studies have shown their impact on workers' productivity especially when it deals with empowerment and empathy.

An important objective for most organizations is improving employee productivity, this is because higher levels of employee productivity are advantageous to the organization in numerous areas. For instance, higher productivity leads to favorable economic growth, large profitability, improved organizational performance, and better social progress (Sharma & Sharma, 2014). Additionally, more productive employees can obtain better wages/ salaries, better working conditions, and favorable employment opportunities. Moreover, higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hill, Jones, & Schilling, 2014; Wright, 2004). All of these benefits have made employee productivity worthy of attention. Therefore, looking at its antecedents is very important to ensure organizational survival and long-term success.

Work humanization requirements point out the existing range of problems, which requires detailed solutions for a particular line of business or workgroup. One important problem is health loss or illness that is caused by noise in the workplace, harmful material, and dangerous tools (Augsten, Geuy, Hollowgrass, et al., 2018). Some work-related illnesses include loss of hearing, respiratory system illnesses, and skin diseases, Working, conditions, not necessarily harmful, can be unpleasant and hardly acceptable and can be attributed to high or low temperature, noise, unpleasant smells, working outside regardless of the season and in an extreme climate, etc. (Kawecka-Endler, & Mrugalska, 2014; Sanches, Gerhardt, Rêgo, Carreira, et. al. 2016). A more humanized workplace would grant workers democratic participation (Reinecke & Donaghy, 2021), for example, through rights to freedom of association and collective bargaining (Kuruvilla, Liu, Li, & Chen, 2020).

Work humanization might result in, employees working flexible hours, input on and control over the details and scope of each project, and advancement opportunities which would result in speaking the customer's language and providing services when and how the customer wants them (Pinheiro, 2014). Work humanization increasingly requires procedural changes in complex organizations, especially where powerful professionals and stakeholders coexist. Work humanization means taking the time to understand the profound needs of all involved humans and reframing the activities in the organization based on those human needs (Augsten, et al., 2018). Considering the level of work humanization in the hospitality environment, this study sought to understand the perception of work humanization and its impact on employee productivity.

Statement of Problem

Employees in every organization face different challenges that affect their workflow and job performance as the case may be. Most times employees operate in organizations where they are emphasis is placed on employee output and productivity without equal attention given to working conditions and environment Cato & Gordon, (2009). When employees work in an environment that is not humanistic or under management with little focus on humanistic qualities in the workplace, employee productivity is very likely to be affected.

Poor physical and psychological working conditions have been associated to give rise to poor output from employees which will inversely affect the general output of the organization in terms of quality and service delivery time. Organizations are constantly locked in a battle for survival in various industries today given their bottleneck competition and high level of industry dynamism. Focus on employee productivity is key to the performance of these organizations that want to win this battle for supremacy in the industry Piana, (2001).

Studies abound in the areas of employee effectiveness, Joyce (2012) studied motivation and employee productivity, Zhang (2012) studied performance management and employee productivity. Few studies empirically studied work humanization and very few studied work humanizations with employee productivity. The available literature on work humanization and employee productivity was mainly carried out in the field of oil and gas and mainly in the western world. It is on the backdrop of this that this study seeks to establish the relationship between work humanization and employee productivity of private hospitals in Port Harcourt.

Research Objective

i. Establish the relationship between empowerment and task accomplishment.
ii. Ascertain the relationship between empowerment service quality.
iii. Determine the relationship between empathy and task accomplishment.
iv. Establish the relationship between empathy and service quality.

Research Question

i. What is the relationship between empowerment and task accomplishment?
ii. What is the relationship between empowerment service quality?
iii. Is there a relationship between empathy and task accomplishment?
iv. Is there a relationship between empathy and service quality?

Research Hypotheses

Ho_1. There is no significant relationship between empowerment and task accomplishment.

Ho_2. There is no significant relationship between empowerment and service quality.

Ho_3. There is no significant relationship between empathy and task accomplishment.

Ho_4. There is no significant relationship between empathy and service quality.

2.0 Theoretical Framework

Homans View of Social Structure

Homans' View of Social Structure Homans' (1961, 1964) primary purpose was the study of the "sub institutional" or "elementary" forms of behavior. Homans developed a theory of social behavior based primarily upon behavioral principles of analysis. He took as the domain of his explanatory framework (1961), "the actual social behavior of individuals in direct contact with one another." He refers to this behavior as elementary and clearly distinguishes it from behavior that can be defined as obedience to the norms of a society (including role-related

behavior). Role-conforming behavior was institutionalized behavior, thus actual behavior was defined by Homans as sub-institutional. For Homans, social structures emerge from elementary forms of behavior and change over time in response to changes in this behavior by aggregates. (He does not address in any detail the complex interplay between micro-level processes and aggregate level outcomes.)

He argued that the similar behaviors of enough people can alter existing social structures and institutions and even, under some conditions, replace them. "Sometimes the great rebellions and revolutions, cracking the institutional crust, bring out elementary social behavior hot and straight from the fissures" (Homans 1961). His analysis of social behavior endures as a classic in sociology precisely because his vision of the underpinnings of social structure and institutional forms is straightforward and is linked so clearly to the actions of individuals (i.e., to their responses to rewarding and punishing circumstances).

Blau's View of Social Structure.

While Homans' work is distinctly micro-sociological, Blau's (1964) major treatise on exchange and power is an explicit statement of the micro-macro linkage problem, before micro-macro issues became a fashionable topic in sociology in the 1980s (e.g., Alexander, Munch, Smelser, & Giesen 1990, Huber 1991, etc). Blau's focus was the development of a theory of social structure and institutions based upon a sound micro foundation, a theory of social exchange. Two major features differentiate Blau's work from that of Homans. First, Blau did not base his theory of exchange upon behavioral principles; instead, he introduced aspects of microeconomic reasoning into his analysis of distinctly social exchange. Second, recognizing that social structures have emergent properties, he extended the theory beyond sub institutional phenomena.

Blau discusses processes like group formation, cohesion, social integration, opposition, conflict, and dissolution in terms of principles of social exchange. In his view, various forms of social association generated by exchange processes over time come to constitute quite complex social structures (and substructures). The coordination of action in large collectivities is made possible by common values in the social system which mediates the necessary indirect exchanges. Thus, Blau's theory moves far beyond direct contact between individual actors, incorporating complex indirect exchange processes. Structural change in both small and large social structures is analyzed in terms of social forces like differentiation, integration, organization, and opposition. Blau and, subsequently, Emerson (1972) both made power processes central to their analysis of the emergence of social structures and structural change.

Conceptual Framework

Concept of Work Humanization

We understand humanistic management based on three interrelated dimensions. Firstly, that unconditional respect for the dignity of every person is the foundation for interpersonal interaction including any interactions taking place in business contexts. Secondly, that ethical reflection must form an integrated part of all business decisions. Thirdly, that seeking

normative legitimacy for corporate activities is crucial for assuming corporate responsibilities. This third dimension, which is to be understood as the dialogical extension of ethical reflection on corporate conduct, allows for the aligning of good intentions with activities that have the potential to produce good outcomes. Taken together, these three dimensions promote human flourishing through economic activities that are life-conducive and add value to society at large.

If humanism demands seeing every individual as an end in itself while managing people implies turning people into means, instrumental to achieve predefined objectives, is humanistic management even possible? Is it not an oxymoron? The problem is that for as long as we continue to base the manager's role on utilizing human resources where people are merely a means of production rather than embraced as ends in themselves, humanistic management is not possible as it remains fraught with contradictions. Humanistic management is, therefore, much more than just a checklist for treating employees or other stakeholders nicely; it demands a fundamental paradigm shift away from the objectification of human beings within economic activities. Yet, surely, people need to be instrumental in production processes for a business to thrive; they need a place in the organization and to fulfill specific tasks. This is undisputed. Within humanistic management, though, people need to autonomously assume their roles as a result of a self-determined process. Only then are they not instrumentalized in their human capacity; instead, they are themselves assuming an instrumental role within their job. They are then offering their working hours, creativity, and commitment to achieve certain goals, to produce certain goods and services.

The utilization of people in humanistic management must therefore always be limited to the role a person assumes, never to the person itself. It must result from the autonomous will of an individual to be instrumental, to turn himself or herself into a means. Within this understanding, people will only become instruments to businesses that they consider aligned to their values and congruent with what they perceive to be worthy of being instrumental to. A person will not autonomously choose to become a means to an end that is profoundly inconsistent with his or her values and aims. The distinction between turning oneself into an instrument by assuming a certain role and being seen and defined as instrumental through the objectification of the whole persona is, therefore, more than mere semantics: it lays the foundation that allows for the alignment of business goals and societal aims by respecting each person as an end.

Empowerment

According to the oxford dictionary, empowerment is defined as giving (someone) the authority or power to do something. The concept of empowerment has been centering on research and human resource activities for many years (Richard, 2007; Spreitzer, 2007; Farokhi, 1997). There is still some debate about the meaning of the concept of empowerment. However, it states an employee's perception. Empowerment definitions are lacking an acceptable and compatible set of key components and applications in process of empowerment. About empowerment, means have been discussed very much, but the concept is not defined correctly. Many experts believe that empowerment is rarely clearly defined and It has always been used as innovative. One

possible reason for this lack of transparency is a willingness to join the empowerment of managerial programs such as business process reengineering and quality management. Empowerment represents the number of horizontal activities, from making decisions to high levels of participation and delegation of authority. However, real empowerment includes decision-making authority over the work content and field of work (Greasly, Bryman, Pric, et al, 2008).

Empowerment helps people to improve their sense of self-confidence and dominate the feeling of helplessness and mobilize enthusiasm in work, activity, and intrinsic motivation for a task. Empowerment is encouraging more people to participate in decisions that affect their activities (Smith, 2002). Empowerment includes workforces that provide flexibility and more freedom for work decisions. It is based on the belief that when employees have more responsibilities, they will react creatively and are encouraged to participate and it helps them to be satisfied with their job (Greasly, et .al, 2008). Empowerment exists when people feel that they have control over their working life. This feel includes self-determination, personal meaning, sense of competence, and effect perceived.

Empathy

The origin of the word empathy dates back to the 1880s when German psychologist Theodore Lipps coined the term “einfuhlung” (literally, “in-feeling”) to describe the emotional appreciation of another’s feelings. Empathy has further been described as the process of understanding a person’s subjective experience by vicariously sharing that experience while maintaining an observant stance. (Zinn, 1999) It seems that empathy plays an important role in a therapeutic relationship (Wiseman, 1996). Empathy means recognizing others’ feelings, the causes of these feelings, and to be able to participate in the emotional experience of an individual without becoming part of it (Keen, 2007). Gagan (1983) indicates that empathy is the ability to perceive one’s feelings on one hand while transmitting them on the other.

Empathy should characterize the employee-manager relationship to achieve the desired healing results. There seems to be some confusion concerning the precise definition of “empathy”. Therefore, analyzing further this concept is considered necessary to clarify its meaning. Fairbairn (2002) describing the differences between sympathy (sympathy) and empathy (empathy) appointed to the first concept the ability to feel sympathy, and to empathy the ability to put oneself into another’s shoes, as a sign of humanity. Sympathy is an emotional reaction, immediate and uncontrolled, which inundates when one person imagines himself in the position someone else is. That is why it can lead to suspension of care or alleviate ethical actions. Empathy, on the other hand, is a skill learned or an attitude of life, which can be used to try to come into contact with someone, to communicate and understand others’ experiences or feelings (Halpern, 2003). In addition, a person may be deemed to have more or less developed empathy and to have a tendency to use more this ability-depending on whether he feels responsible towards other persons (Ickes, 1997).

Empathy can be expressed in terms of joy, sorrow, excitement, misery, pain, and confusion. In health care, empathy enables health care professionals and patients to work together (Le Compte, 2000). It is often described as "the ability to see the world through someone else's eyes", which simply implies developing the ability to imagine what someone else is thinking and feeling in a given situation. This is an attempt to understand one another, to live and feel things in the same way. When empathy is developed and used, it is unlikely to know exactly what another person feels. However, health care personnel need to try to imagine what another person is experiencing (Reynolds, 1994).

Concept of Employee Productivity

One of the key issues that most organizations face nowadays is the need to improve employee productivity. Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component that directly affects the company's profits (Gummesson, 1998; Sels, De Winne, Delmotte, et al., 2006). Productivity may be evaluated in terms of the output of an employee in a specific period. Typically, the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to the number of units of a product or service that an employee handles in a defined time frame (Piana, 2001). As the success of an organization relies mainly on the productivity of its employees, therefore, employee productivity has become an important objective for businesses (Cato & Gordon, 2009; Gummesson, 1998; Sharma & Sharma, 2014). Many studies have focused on one or two ways to measure productivity and since many different approaches are taken, it can be challenging to compare the results (Nollman, 2013). Overall, there is a lack of an effective and standardized way to assess productivity. According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presentation at the job. Companies should address such issues to ensure high worker productivity. Ferreira and Du Plessis (2009) indicated that productivity can be evaluated in terms of the time spent by an employee actively executing the job he or she was hired to do, to produce the desired outcomes expected from an employee's job description.

Previous literature has discussed the advantages of employee productivity which would lead to organizational success. According to Sharma and Sharma (2014), higher productivity results in economic growth, higher profitability, and social progress. It is only by increasing productivity, employees can obtain better wages/ salaries, working conditions, and larger employment opportunities. Cato and Gordon (2009) also demonstrated that the alignment of the strategic vision to employee productivity is a key contributor to the success of an organization. This alignment as a result would motivate and inspire employees to be more creative, and this ultimately can improve their performance effectiveness to accomplish organizational goals and objectives (Morales et al., 2001; Obdulio, 2014). Moreover, higher productivity tends to increase the competitive advantage through a reduction in costs and improvement in the quality of output.

Task Accomplishment

The attainment of work goals is critical for individual and organizational success (Kanter & Brinkerhoff, 1981). The idea that task accomplishment satisfaction relates to affective states is consistent with affective events theory (Weiss & Cropanzano, 1996). Weiss and Cropanzano developed affective events theory to explain how discrete work events provoke emotional reactions that influence subsequent behavior and attitudes. We contend that daily self-evaluations of one's task accomplishment represent effective events that influence employee emotions (Henkel & Hinsz, 2004). Indeed, Basch and Fisher (2000) found that goal progress, goal achievement (or lack thereof), and task problems were retrospectively identified by individuals as affective events impacting daily emotions. Further, satisfaction with goal accomplishment has been implicated in theories of behavioral self-regulation (Carver & Scheier, 1990). Thus, exploring how day-level satisfaction with task accomplishment relates to affecting is an important next step in linking task performance with well-being.

Support for the idea that task accomplishment satisfaction impacts affect stems from previous work looking at goal accomplishment. Henkel and Hinsz (2004) found that individuals who attained their goals experienced more positive affect and less negative affect than did individuals who did not attain their goals. Similarly, Ilies and Judge (2005) found that performance feedback impacted subsequent effect (which predicted subsequent goals), with positive feedback resulting in positive affect and negative feedback resulting in negative effect. Though the results of these studies are suggestive, the potential generalizability of these findings is limited because the tasks used were laboratory-based. Further, these studies did not assess satisfaction with task accomplishment, which prevents inferences about the links of task accomplishment satisfaction with affective reactions.

Addressing some of these limitations, Harris, Daniels, & Briner, (2003) utilized a 2-week daily diary study with a sample of 22 call center workers and found that daily goal attainment predicted daily affect (e.g., pleasurable effect, activated affect). Though this study utilized an applied sample in a naturalistic setting, it was limited in that (a) goal attainment pertained to abstract, need-based activities (e.g., good performance, being able to influence work) rather than concrete, occupation-specific work activities; (b) negative affect was not examined; (c) the level of satisfaction with attainment was not assessed, and (d) the role of person-level constructs was not considered. The current study addressed each of these limitations and took the additional step of distinguishing between tasks that are more or less central to the work role.

Service Quality

Service quality has widely been discussed since the 20th century and its idea is still relevant to help today's organizations in creating differentiation and gaining competitive advantage in an era of borderless world and globalization (Ali, Zhou, Hussain, et al. 2016, Fotaki 2015). In quality management literature, service quality is often seen as a multi-dimensional construct. For example, the Nordic school of thought suggests that effective service quality should have two important dimensions, namely technical quality (i.e., what customers received from services

provided by an organization) and functional quality (i.e., how an organization delivers services to customers) (Brady & Cronin 2001, Gronroos 1994). Later, the service quality construct has been modified.

Parasuraman, (1988) develop a gap analysis model to measure the influence of service quality based on the integrated view of a consumer-company relationship. This model provides five generic dimensions of service quality, namely tangible, reliability, responsiveness, assurance, and empathy. For example, if customers view that the implementation of quality dimensions in executing daily jobs will strongly fulfill their needs and expectations, this situation may lead to induced positive customer behavior. The spirit of this theory gained strong support from the service quality research literature.

Direct effects model to examine service quality in a different service-based organization ranging from 357 patients at dental care in Australia Baldwin & Soha, (2003) to 100 customers at armed forces health organizations in Peninsular Malaysia Azman, Hafizah et al. (2016). These surveys reported that the capability of service providers to appropriately practice tangible, responsive, reliable, assured, and emphatic in performing daily jobs had enhanced positive customer outcomes, especially customers' satisfaction.

Empirical Review

Ismail, et al., (2016) studied service quality as a predictor of customer satisfaction and customer loyalty. Service quality, customer satisfaction, and customer loyalty have received special attention in the recent health sector literature. This study aimed to examine the correlation between service quality and customer satisfaction as well as the correlation between service quality and customer loyalty. Methods: The self-report questionnaires gathered from patients at army medical centers in West Malaysia were used for this purpose. Results: The outcomes of SmartPLS path model analysis showed that service quality dimensions, namely tangible, reliability, responsiveness, assurance, and empathy were significantly correlated with customer satisfaction and customer loyalty. Conclusions: This finding confirms that the capability of service providers to appropriately implement the quality dimensions in providing medical services has enhanced customer satisfaction and customer loyalty in the organizational sample.

Hanaysha (2015) studied Employee productivity through work engagement, with empirical evidence from the higher education sector. Employee productivity is one of the important management topics that received significant research attention from several scholars and is considered as a primary mechanism to enhance organizational success. Knowing what are the key factors that influence productivity is vital to ensure long-term performance. This study examines the effect of work engagement on employee productivity in the higher education sector. To accomplish this purpose, the primary data using survey instruments were collected from a sample of 242 employees at public universities in northern Malaysia using an online survey method. The collected data was analyzed using SPSS and Structural equation modeling on AMOS. The results indicated that work engagement had a significant positive effect on employee productivity. Moreover, this study provides evidence that all of the dimensions of

work engagement namely vigor, dedication, and absorption have significant positive effects on employee productivity.

Zayum, Aule, and Hangeior (2017) examined the effect of Performance Appraisal on Employee Productivity in Plateau State Internal Revenue Service. The study was guided by two objectives and two null hypotheses of no significant relationship. The study adopts a survey research design. The population of the study consists of all 1580 employees of PSIRS. The sample size of the study was 319; this was determined using the Taro Yamane formula. The sample size was allocated to the population using Burley's Proportional formula. The instrument of data collection was a structured questionnaire. The instrument was subjected to face and content validity. Data collected were analyzed using frequency, percentages, and tables. A logit regression model was used to assess the nature and degree of relationship between a dependent variable and independent variables study revealed that management by objectives and 360-degree feedback appraisal techniques enhanced employee productivity in PSIRS. It was recommended that PSIRS should enforce management by objectives to enable staff to participate in organizational goal setting and understand areas of responsibility to further improve productivity. The 360-degree feedback appraisal techniques should also be encouraged to serve as a pre-requisite for supervisors and employees to discuss organizational weaknesses, productivity standards, and areas of improvement.

Ogohi, and Daniel, (2020) analyzed quality work life on employee's performance. Quality of work life is fast becoming an imperative issue to achieve the goals and objectives of the organization in every sector be it education, service sector, organization sector, tourism, manufacturing, etc. attrition, employees commitment, productivity, etc. depend upon the dimensions of quality of work-life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work-life balance, proper grievances handling, welfare facilities, work environment, etc. an organization offers a better QWL then it grows the healthy working environment as well as a pleased employee. high QWL can give a result in better organizational performance, effectiveness, innovativeness, etc. consequently, to contribute better life for all those peoples whom organizational members serve and with whom they deal and interact.

Soundararajan, Wilhelm, & Crane, (2021), examined work humanization with regards to working conditions in supply chains. They argue that the trajectory of the research may be insufficient for addressing decent work due to four characteristics of the extant literature, buyer-centrism, product-centrism, techno-centrism, and social-centrism. As an alternative, they offered ways to 'humanize' research on working conditions in supply chains across four dimensions: actors, issues, contexts, and methods. Through humanization, supply chain research has the potential to make a significant scholarly impact as well as to contribute to the realization of decent work in supply chains.

3.0 Methodology

The cross-sectional survey method, a form of quasi-experimental design, is considered most appropriate for this study. A cross-sectional survey can be thought of as analogous to the taking of a snapshot of some situation and analyzing it Baridam, (2001). The population studied in this work comprises all the employees in the private hospitals in Rivers state Nigeria. The population consists of 860 (eight hundred and sixty) staff of private hospitals located in Port Harcourt metropolis Rivers state. The number of private hospitals (52 fifty-two) operating in the Port Harcourt metropolis of the state was obtained from the Ministry of health with their addresses, the researcher further obtained the number of employees from the various organization from their human resources department. Krejcie and Morgan's table for sample size determination was used to arrive at a sample size of 265 (two hundred and sixty-five) this was done because of the large population and the challenge it presented to the researcher in reaching the entire population.

The "Questionnaire" was the main instrument for collecting primary data in this study. The questionnaire was adapted from a mixture of instruments for measuring various aspects of the study (Nachimayas & Nachimayas, 2008). The statistical tool to be utilized in this study is the "Spearman Rank Order Correlation Coefficient" (rs) to establish relationships. Significances of the relationships were established from the SPSS output viewer at a level of significance of 0.05 (and at a default level of 0.01 set within SPSS) as reported by the SPSS output viewer.

4.0 Result

Out of 265 copies of questionnaires distributed, 249 copies were retrieved and 233 copies were found valid and useful for the study, copies of the questionnaire not properly filled were discarded as null and void thus the analysis for this study would focus on the 233 copies of questionnaire that were properly filed. Table 4.1 shows the respondent's gender and this indicates that a large number of the study respondents are female 158 (67.8%) while 75 (32.2%) are male. The distribution on respondent's gender information indicates that the hospitality industry is largely dominated by those who are between 31 – 40 years of age as they represent 37.3% (87) of the study on participants, followed by those who are between 41 – 50 years 28.3% (66) followed by those who are below or equal to 30 years 20.2% (47) and lastly the number of those who are greater than or equal to 51 years represent 14.2% (33) of the respondents. Distribution on the marital status of respondents with a higher percentage of the respondents being married 98 (42.1%) followed by those who are single 89 (38.2%), then those who are separated and divorced 25 (10.7%) and 21 (9.0%) respectively. Distribution on respondents' data based on their educational qualification, the result reveals that a larger number of respondents having HND/BSC or its equivalent representing 99 (42.3%) followed by those who have MSC or its equivalent 82 (35.2%) and lastly those who have Ph.D. or its equivalent 52 (22.5%). The difference in academic qualification shows that in a bid to be successful and be more productive employees in the health sector seek to acquire more knowledge and academic qualifications.

Table 4.1 Respondents Demographic Information

Variable	Item	Frequency	Percent (%)
Gender	Male	75	32.2
	Female	158	67.8
Marital Status	Single	89	38.2
	Married	98	42.1
	Divorced	25	10.7
	Widowed	21	9.0
Age	Below 30 Years	47	20.2
	31 – 40 Years	87	37.3
	41 – 50 Years	66	28.3
	>= 51	33	14.2
Educational Qualification	HND / BSC	99	42.3
	MSC	82	35.2
	PhD	52	22.5

Test of Hypotheses

Ho_1: There is no significant relationship between Empowerment and Task Accomplishment.

Correlations

			Empowerment	Task Accomplishment
Spearman's rho	Empowerment	Correlation Coefficient	1.000	. 683**
		Sig. (2-tailed)	.	.000
		N	233	233
	Task Accomplishment	Correlation Coefficient	. 683**	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result of the above table shows that the correlation coefficient (r = 0.683) between empowerment and task accomplishment is strong and positive. The coefficient of (r^2 = 0.47) indicates a 47% change in task accomplishment can be explained by the level of empowerment provided by the organization. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between empowerment and task accomplishment. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between empowerment and task accomplishment was accepted.

Ho_2: There is no significant relationship between Empowerment and Service Quality

Correlations

			Empowerment	Service Quality
Spearman's rho	Empowerment	Correlation Coefficient	1.000	. 569**
		Sig. (2-tailed)	.	.000
		N	233	233
	Service Quality	Correlation Coefficient	. 569**	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result shows the relationship between empowerment and service quality. The output revealed that there is a positive relationship between the two variables with a correlation coefficient of (r = 0.569). The coefficient of (r^2 = 0.32) indicates that a 32% change in service quality can be attributed to the level of empowerment. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between empowerment and service quality was accepted.

Ho_3: There is no significant relationship between Empathy and Task Accomplishment

Correlations

			Empathy	Task Accomplishment
Spearman's rho	Empathy	Correlation Coefficient	1.000	. 458**
		Sig. (2-tailed)	.	.000
		N	233	233
	Task Accomplishment	Correlation Coefficient	. 458**	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result shows a significant relationship between empathy and task accomplishment. The basis for this interpretation of the outcome is based on the above-mentioned probability value (p), within which empathy and task accomplishment (rho= 0.458). The coefficient of (r^2 = 0.21) indicates that a 21% change in task accomplishment can be attributed to a level of empathy. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Therefore, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between empathy and task accomplishment was accepted.

Ho_4: There is no significant relationship between Empathy and Service Quality

Correlations

			Empathy	Service Quality
Spearman's rho	Empathy	Correlation Coefficient	1.000	.628**
		Sig. (2-tailed)	.	.000
		N	233	233
	Service Quality	Correlation Coefficient	.628**	1.000
		Sig. (2-tailed)	.000	.
		N	233	233

**. Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The finding on the correlation between empathy and service quality is shown to be significantly correlated (rho= 0.628). The coefficient of determination (r^2 = 0.39) indicates that a 39% change in service quality can be explained by empathy. The significant value of 0.00 ($p < 0.05$) reveals a significant relationship. The analysis shows that empathy is significantly correlated with service quality. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between empathy and service quality was accepted.

4.4 Discussion of Findings

The study examined the relationship between work humanization and employee productivity; six (6) hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus; The findings from the study revealed that work humanization through its dimensions of empowerment, and empathy, is a strong significant predictor of employee productivity and its measures of task accomplishment and service quality. The result was supported by previous studies which reported that work humanization plays an important role in driving employee productivity. Markos and Sridevi (2010) demonstrated that employees who are not engaged at their workplaces are most likely to waste their time on tasks that have low priority and fail to show their full commitment to do their tasks. Moreover, several studies reported that when there is a harmonized work structure, employees tend to exhibit emotional job attachment and higher productivity (Abraham, 2012; Shuck, Rocco, & Albornoz, 2011). The result considers work humanization a main driving force, that allows employees develop innovative ideas. Empathy is important for both the employer and the employee. Also, this result is in agreement with Alvehus & Jensen, (2015) who maintains that employees should be treated as the subject of moral interactions rather than the object of economic exchange, thus organizations should strive to increase the common good and social welfare as firms that infiltrate internal and external formalized boundaries perform better than those that do not.

5.0 Conclusion and Recommendations

Results from the study indicated that work humanization is linked to employee productivity as employees tend to be more productive in terms of task accomplishment and service quality when they feel valued and supported by their organizations. The means that that the stronger the work humanization practiced by the employer, the higher the level of employee productivity. Work humanization is employees' beliefs about the extent to which organizations value their contributions and care about their well-being. This perception reflects the belief that the organization intends to show empathy and dignity towards employees whilst providing the necessary support and empowerment needed to get tasks done. In this case, organizations that create favorable conditions for their employees will benefit through the positive attitudes that will be provided by their employees. Employees who perceive the workplace support provided by the organization will feel obliged to help the company achieve its goals. In line with Rubel and Kee (2013) who found a positive and significant influence on work humanization and employee productivity. In this case, the work humanization practice can stimulate employees to be more attached to their role in work. These conditions make employees strive to achieve organizational goals by showing high levels of work engagement.

It is recommended that organizations should restore the possibility to appropriate and personalize (some of them) workspace for employees who value it. Such a process may help employees to regain humanity through their membership and their identification to a specific workgroup. Work humanization should be prioritized and implemented in every organization as it serves as a means of motivating employees which will enable them to perform their jobs better and more efficiently hence improving productivity. Empowerment should be handled

fairly without discrimination and business. Superiors at work should encourage and praise subordinates for a job well done, when necessary, as this will motivate them to do better hence improve their performance. Organizations should ensure that training programs are put in place to train workers so that they can adapt to new changes provided by the employers.

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Training and Employee Effectiveness in GSM Telecommunication Firms in Rivers State

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Abstract: *This study examined the relationship between training and employee effectiveness in Global System Mobile Telecommunication firms in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was 188 middle and junior level management permanent employees of four telecommunication companies in Rivers State. The sample size of 128 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05. The findings of the research show that there is a significant relationship between training and employee effectiveness in Global System Mobile Telecommunication firms in Rivers State. It was concluded that training strengthens the internal functions and structuring of the organization, bridging its functional gaps through improvements to skills and competencies, thus necessitating outcomes of employee effectiveness. Thus, the study recommends that management of the GSM telecommunication firms in Rivers State should be attuned to constantly training and administering adequate training programs and impacting valid as well as useful knowledge which should embody effectiveness in terms of operations and processes and should be useful with regards to stipulated objectives and goals*

Keywords: *Training, Employee Effectiveness, Adaptability, Learning, Communication*

INTRODUCTION

Organizations build on the capacities of their workers. Kim (2010) posited that the organizations health and performance is tied and defined by the individual level actions, relationships and behaviour expressed or manifested within the workplace. This is corroborated by Sinding and Waldstrom (2014) who affirmed that organizations that are able to drive and achieve their goals, understand the imperatives of employee effectiveness, and are able to develop mechanisms that facilitate the application of their human resources in ways that are beneficial and advantageous to the organization.

Employee effectiveness according to Armstrong (2009) describes the workers expression of competence and ability in advancing stated goals and objectives. Kim (2010) described

employee effectiveness as the workers demonstration of capacity for functioning and improving on the value of the organization. Thus, effectiveness borders on the ability to consistently contribute meaningfully toward positive outcomes. This suggests that the worker is able to adapt, learn and also communicate or relate with significant others within the work environment in ways that promote their functionality and value to the organization.

Distinctions in terms of conceptualization are considered evident, especially when drawing on literature that addresses the concept within two or more highly distinct and different industries (Danjuma & Akinpelu, 2016). Within the telecommunication industry (an information and communications technology service environment), employee effectiveness identifies with the variety of change and relationship-based actions that contribute to the organizations performance and competitiveness. This follows Kim's (2010) observation that one of the primary concerns of service organizations is learning and communication – at the individual as well as organizational level. This differs from other tangible product industries where emphasis is often placed on the quantity and quality of products.

Studies (Jones & George, 2006; Liu & Li, 2012) show that employee effectiveness is significantly linked to the survival and competitiveness of organizations. This is as Kim (2010) argued that employee effectiveness is multi-faceted and anchors on the enablement of structures and relationships that equip and enrich the employee's functionality. Jones and George (2006) stated that effectiveness draws not only on the workers' level of skill and training but also on the workers' understanding and knowledgeability of the changes that are expressed in the environment of the organization.

Kim (2010) thus, identified adaptability and learning as two fundamental aspects and measures of employee effectiveness – noting that workers' capacity for knowledge accumulation through learning and their ability to change or redefine their own attributes in line with the changes or emerging realities of their organization or industry, is crucial and essential to their success and effectiveness in the organization. These features, adaptability, and learning, alongside communication which according to Kim (2010) demonstrates the workers' capacity for social competence, are necessary for improved functional outcomes. However, one may argue that the extent to which these features are channelled and driven toward the interest and standards of the organization depends largely on the organization's own design and structured approach toward managing and developing its own human capital.

One significant function of Human Resource Management to the effective use of human resources is training and development. Effective training and development is an investment in the human resources of an organization, with both immediate and long-range returns. Training is a key element for improved performance; it can increase the level of individual and organizational competency. Training holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. Training programs helps in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment.

Training facilitates the updating of skills and lead to increase commitment, well – being, and sense of belonging, thus directly strengthening the organization's competitiveness (Karia & Ahmad, 2000). Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, Cox & Gavin, 2020). There is no doubt that training is important in all aspect for an organization. Therefore, the purpose of this paper therefore was to examine the relationship between training and employee effectiveness in GSM telecommunication firms in Rivers State. The specific objectives of the study were to:

i. Examine the relationship between training and employee adaptability in GSM telecommunication firms in Rivers State?
ii. Assess the relationship between training and employee learning in GSM telecommunication firms in Rivers State?
iii. Determine the relationship between training and employee communication in GSM telecommunication firms in Rivers State?

Figure 1: conceptual model for the relationship between training and employee effectiveness

Source: Desk Research (2022)

LITERATURE REVIEW

Theoretical Foundation

Resource-Based View Theory

The resource-based view (RBV) is based on the idea that the effective and efficient application of all useful resources that company can muster helps determine its advantage. The origins of the resource-based view can be traced back to earlier research. Retrospectively, elements can be found in works by Wernerfelt (1984 cited in Grant, 2001), where emphasis is put on the importance of resources and its implications for firm performance. Major concern in RBV is focused on the ability of the firm to maintain a combination of resources that cannot be

possessed or built up in a similar manner by competitors. This paradigm shift from the narrow neoclassical focus to a broader rationale, and the coming closer of different academic fields (industrial organization economics and organizational economics being most prominent) was a particular important contribution. Some aspects of theories are thought of long before they are formally adopted and brought together into the strict framework (Grant, 2001).

According to Grant (2001), a resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their barrier. RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-outcomes cannot be imitated by competitors, which ultimately creates a competitive substitutable, as well as firm-specific. A firm may reach a sustainable competitive advantage through unique resources, which it holds, and these resources cannot be easily bought, transferred, or copied, and simultaneously, they add value to a firm while being rare (Barney, Ketchen & Wright, 2011; Grant, 2001).

The adaptations of this theory are catered on managerial routines at the capability level, rather than apply to the resource base level. In other words, organization management need to make the most of their existing resource material in term of tangible, network resources, cultural, knowledge resource, skill, experience as well as procedural resources with the resource of potential dynamics yet simultaneously understand the ongoing depreciation of this resource base at all time (Shaw et al, 2013). Resources are the inputs or the factors available to any organization, which helps to perform its operations or carry out its activities. The unique value-creating resources will generate a sustainable competitive advantage to the extent that no competitor has the ability to use the same type of resources, either through acquisition or imitation. (Shaw et al, 2013)

The development of the organization's human capital and the resulting outcome of employee effectiveness depend on the ability of use identical or similar resources that make the same implications on a firm's performance. This ability of a firm to avoid imitation of their resources should be analysed in depth to understand the sustainability strength of a competitive advantage (Grant, 2001). According to the characteristics of the RBV, rival firms may incumbents of the market, since they do not possess the required resources to perform at a level that creates a threat and competition. RBV provides the understanding that certain unique existing resources will result in superior performance and ultimately build a competitive advantage (Shaw et al, 2013).

Training

This is a core action and constantly asserted to as necessary for improved workers behaviour and actions. Training refers to human resource management actions channeled at increasing its workers capacities and enhancing their functions. Training according to Inyang (2011) describes the relative actions of ensuring that workers competencies match the needs of the organization. Inyang (2011) stated that training is only effective to the extent that it is context-

based and by that, addresses the unique properties, attributes and characteristics that are dominant or prevalent in the environment of the organization. This agrees with Truss (2003) observation that training equips the employee to be able to cope and function more effectively. This is however a consequence of the knowledge of context and the identification of the employees training needs through assessments and evaluative actions.

According to Adeyemi (2009) training assessments and evaluation provide the yardsticks and parameters for assessing training effectiveness. This is as such provide a framework through which training actions and goals are structured in line with the functional gaps of the organization. Adeyemi (2009) further noted that training which is focused and emerges from the actual deficiencies or needs of the organization offers a more practical approach toward building or equipping the organization. Research (Truss, 2003; Sudin, 2004) suggests that the most important element and feature of training is its ability or capacity to address functional gaps and thus provide actual value to the organization. This is because most organizations have over the years acquired a reputation for consistent training which because of the generalized content of such programs, fail in any substantial manifestation of innovation or effectiveness – rather such programs have become routinized and serve as avenues for embezzlement of funds (Inyang, 2011).

Employee Effectiveness

Overall organisation performance consists of the sum of performances of every individual in a company (Kim, 2010). The reward system of a firm is used as a tool to monitor performance of employees as well as a method to motivate employees. Therefore, organizations use the reward system to stimulate the performance of its employees. The goals and objectives of organisation are accomplished by designing tasks and duties of employees. The efficiency and effectiveness of the whole organisation depends upon individual effectiveness and efficiency in achieving individual tasks and duties. From the above literature it is possible to make a hypothesis that there is a positive relationship between rewards and employee performance.

Effectiveness is perceived as doing the right thing at the right time (Jones and George, 2006; Robbins, Judge and Sanghi, 2009; Kinicki and Kreitner, 2003). Thus, employee effectiveness refers to how well an employee accomplishes the job assigned to him/her at the expected time schedule for its completion. For an employee to be effective is also dependent on the available resources at his/her disposal. Secondly, employee completion of the assignment must be in line with the goals of the organization. Therefore, employee effectiveness is a function of resource acquisition as well as goal accomplishment (Kinicki & Kreitner, 2003; Sinding & Waldstrom, 2014). For instance, if a customer relationship employee in the banking sector that is required to be effective when attending to customers is not provided with functional internet fast computer system; such employee may not be effective because; instead of attending to five customers within twenty minutes, it may take the employee an hour. Therefore, all the organisational support that employees require to perform their job must be provided for them

to be effective. Lastly, each assignment must fall within organisational goals otherwise; employees will not have direction in the workplace.

Armstrong (2009) argued that employee effectiveness offers the organization a premise for its functionality and capacity for meeting up with its objectives and goals. Effectiveness at the individual level, precipitates actions and capabilities that nurture the performance and wellbeing of the organization. It also enables a dynamic approach toward organizational operations, necessitating features that allow for improved functionality and work outcomes. Onoh (2009) stated that employee effectiveness is core to the organization's capabilities and also determines the extent to which organizations are able to sustain their value and contribute meaningfully to their various contexts or markets. Organizations are also able to compete more favourably when their workers are effective – advancing outcomes that drive the organization closer towards its vision. Armstrong (2009) noted that effectiveness involves levels of learning and adapting that enhance the workers behaviour and role in the organization. It also involves healthy interpersonal relations – expressed through workers communication or interaction with co-workers or their supervisors. According to Kim (2010), these features of effectiveness mirror its qualities and as such are fundamental to the organization.

Employee Adaptability

Employee adaptability refers to the workers ability to change and modify their behaviour or actions in line with the emerging concerns regarding their roles and responsibilities in the organization. Adaptability bridges workers competencies with the gaps or challenges with regard to their roles or the organization (Jones & George, 2006). Jones and George (2006) described adaptability as comprising a range of actions concerned with ensuring compatibility between expectations and results and thus reinforcing the organizations capacity. Employees who are able to adapt, are able to maintain pace with the changes and emerging realities of their environment. This way they remain relevant with skills updated to suit the needs of their organization.

The drive for adaptability, especially at the individual level, is such that is premised on enabling a more knowledgeable and qualified workforce, flexible and in touch with the dynamics reflected in the business world (Jones & George, 2006). When employees are able to adapt or modify their actions and behaviour in view of the changes in their environment, it suggests a disposition toward change that is supportive and appreciative of such; indicating the workers openness toward innovation. Jones and George (2006) noted that in driving change and innovation in the organization, the first initiative of such is the selling of such an idea or goal to the employees and the convincing of employees of the imperatives of such an action. This is similar to Armstrong's (2009) position on leadership vision and the organization's need to involve its workers in its plans – thus merging human resource strategies with the corporate strategies and ensuring a clear and consistent interpretation of change imperatives.

Employee Learning

As a measure of employee effectiveness, learning is considered critical, especially in understanding the environment and in the building or developing models, behaviour, and competencies necessary for addressing such (Armstrong, 2009). Learning is therefore imperative for identifying the key areas requiring focus and emphasis and for informing the individual or organization of the necessary steps or actions in that regard. Armstrong (2009) argued that individuals who are willing to learn, tend to be more responsive toward change and are more inclined to support and participate in change. This quality as Kim (2010) noted, increases the organization's performance and innovativeness – and demonstrates the employees' effectiveness and relevance to the organization.

learning as such provides for improved outcomes of functionality at the individual level, enriching employee knowledge and skills in ways that positively contribute toward the overall performance and wellbeing of the organization. Robbins et al (2009) argued that the process of learning does not stop or end at the acquisition of knowledge, but rather involves the application of such knowledge in ways that manifests in the change or modification of behaviour necessary or required for the effectiveness or success of the organization. This aligns with Jones and George (2006) position that employee learning is a consistent and transitional process – bridging the features of the environment with the skills and knowledge of the employee through observation, relationships, and a reconfiguring of behaviour and functional approaches in the organization.

Employee Communication

Communication is integral to the functionality and workplace integration of the organization. communication offers coherence tor the organization's practices and behaviour, ensuring that all members of the organization have a shared understanding and perception of their work expectations and obligation to the organization. Employees are only able to connect and work effectively when they communicate and correspond with others in the workplace (Kim, 2010). Communication is therefore an important aspect of employee workplace relations as it necessitates healthier levels of workflow and workplace relations. Communication thus strengthens and reinforces the bond in the organization – enabling a more cohesive approach toward organizational objectives and creating stability in the workplace. It is in this way, an essential action that demonstrates a worker's ability to relate and collaborate with significant others in the organization – suggesting their capacity for teamwork and group effort in the organization (Jones & George, 2009).

Related research (Kim, 2010; Onoh, 2009; Jones & George, 2006) suggests that communication supports collaboration and bonding between individuals and groups in the organization. Kim (2010) argued that when groups and levels in the organization readily share information and messages on a timely and consistent manner, it harmonizes functions and enhances the operations of the organization. Employee communication thus aids organizational processes;

facilitating efficiency and strengthening the task and social integration of the organization. This agrees with Jones and George (2006) observation that communication enriches the network in the workplace and allows for robustness in the behaviour and actions of the organization. Sinding and Waldstrom (2014) noted that by promoting employee communication and correspondence through role structuring, organizations invariably address related concerns of trust and cooperation between the diverse units and groups in the workplace.

Training and Employee Effectiveness

Training programs are structured to drive the performance and functionality of the employee. Such programs build on equipping the workers so that they offer more to the organization and are more productive in their roles. Inyang (2011) described employee training as imperative to the organization's competitiveness and capacity for goal actualization. This agrees with Armstrong (2009) observation that training reinforces the workers position and relevance to the organization – increasing their value to the organization. Adeyemi (2009) affirmed that through the development of suitable training programs organizations can bridge the gaps between the gaps in their environment and the capacity or competencies of the organization. Training is therefore key to the effectiveness of the employee – enriching their skills, knowledge and even their relationships in the workplace. Related studies (Kaufman, 2010; Tzafrir, 2006) point to training as a core practice and human resource management action that necessitates improved outcomes of employee behaviour, attitudes and workplace functions.

From the foregoing discourse, the study hypothesized thus:

Ho_1: There is no significant relationship between training and employee adaptability in GSM telecommunication firms in Rivers State, Nigeria.

H_{O2}: There is no significant relationship between training and employee learning in GSM telecommunication firms in Rivers State, Nigeria

H_{O3}: There is no significant relationship between training and employee communication in GSM telecommunication firms in Rivers State, Nigeria

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was 188 middle and junior level management permanent employees of four telecommunication companies in Rivers State. The sample size of 128 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Matrix for Training and Measures of Employee Effectiveness

		Training	Adapt	Learn	Comm
Training	Correlation Coefficient	1.000	.407**	.629**	.677**
	Sig. (2-tailed)	.	.000	.000	.000
	N	93	93	93	93
Adapt	Correlation Coefficient	.407**	1.000	.386**	.703**
	Sig. (2-tailed)	.000	.	.000	.000
	N	93	93	93	93
Learn	Correlation Coefficient	.629**	.386**	1.000	.547**
	Sig. (2-tailed)	.000	.000	.	.000
	N	93	93	93	93
Comm	Correlation Coefficient	.677**	.703**	.547**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	93	93	93	93

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

Source: Data result, 2022

The tests for the association between training and the measures of employee effectiveness (employee adaptability, learning and communication) reveals significant results in both instances; where training and employee adaptability (correlation coefficient = .407; and $P < 0.05$) indicates strong levels of significant associations between training and employee learning (correlation = .629; and $P < 0.05$) also indicates a high level of association; and training and employee communication (correlation coefficient = 0.677 and $P < 0.000$) suggesting significant relationship. The results show that training is highly and significantly associated with employee effectiveness; hence all null hypothetical statements are rejected and restated as follows:

i. That there is a significant association between training and employee adaptability in GSM telecommunication firms in Rivers State
ii. That there is a significant association between training and employee learning in GSM telecommunication firms in Rivers State
iii. That there is a significant association between training and employee communication in GSM telecommunication firms in Rivers State

DISCUSSION OF FINDINGS

The findings reveal that there is a significant relationship between training and the measures of employee effectiveness and as such a rejection of the null hypotheses. This finding indicates that the evidence and practice of training contributes towards improved levels of employee adaptability, learning and communication. In this regard, the findings of the study corroborate

the position of Onoh (2009) who argued that the development and training of employees is crucial to their functionality and capacity for productivity in the organization.

The implication follows that workers who are trained in their various roles and responsibilities tend to be effective in driving the objectives and goals of the organization – thus, training enhances the workers functionality and relevance to the organization. Training is as such crucial to the wellbeing of the worker as well as that of the organization. Onoh (2009) further noted that the development of training programs should focus on the specifics of the environment and the organizations own experiences.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the study finds that human capital development through its dimensions of training, education and mentoring, enhances the employee's effectiveness by influencing its measures such as employee adaptability, learning and communication. The study also finds that learning organization significantly moderates the activities of human capital development within the organization in such a way that its effect on employee effectiveness is further enhanced and improved upon;

Training programs which are geared toward enhancing worker's competencies and skills influences results such as enhanced learning capacities, learning and communication skills thus leading to effective and workers. This is as the findings suggest that activities such as the routine training of staff, is revealed to significantly enhance employee effectiveness in GSM telecommunication firms in Rivers State.

Based on the foregoing conclusion, the study thus recommends that:

i. That management of the GSM telecommunication firms in Rivers State should be attuned to constantly training and administering adequate training programs and impacting valid as well as useful knowledge which should embody effectiveness in terms of operations and processes and should be useful with regards to stipulated objectives and goals
ii. That the process of educating the workers should be premised on industrial expectations and the ever-changing nature of the business environment as these would dictate the futuristic relevance of such acquired knowledge with regards to global practices and market expectations
iii. That the utilization of knowledge within the organization should be equated against prior usage and outcomes of such activities as a means for controlling and balancing outcomes with expectations through feedback and actual performance ratings thus driving outcomes of learning on the overall behaviour of the organization

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Strategic Management Process and Firm's Strategic Management Process and Firm's Productivity of Plastic Manufacturing Companies in South-South, Nigeria

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Abstract: *The study examines how strategic management process relates with firm productivity ofplastic manufacturing companiesin south-south, Nigeria. The cross-sectional survey design which is exploratory in nature was utilized and a population of two hundred and nineteen (219) managers and supervisors of 34 plastic firms were covered. A sample size of 140 employees were drawn from the population and the systematic sampling technique was used. Copies of questionnaire were used in data collection and the retrieved data were analyzed using the Spearman's Rank Order Correlation. The study revealed that the dimensions of strategic management process (strategy formulation, strategy implementation and strategy evaluation) had a significant and positive relationship with firm's productivity. The study concluded that strategy formulation, strategy implementation, and strategy evaluation all contribute significantly to the variety of plastic manufacturing firms' productivity levels in order to acquire an advantage over competitors in the industry. The study recommended that the management of plastic manufacturing enterprises assure good strategy formulation because this will increase the firm's productivity.*

Keywords: *Firms Productivity, Strategic Management Process,Strategy Formulation, Strategy Implementation, Strategy Evaluation.*

1.0Introduction

Nigeria is the largest black nation with a population of over 200 million people and has a vast sectoral economy (National Bureau of Statistics, 2019). This statistic displays the volume of plastic produced in Nigeria from 2007 to 2015, as well as projected values from 2016 to 2020. Plastic manufacturing in Nigeria reached roughly 411,000 tons in 2015. This figure is predicted to rise to almost 513,000 tons of plastic by 2021. In Nigeria, the industry occupies an important position in the economy and has great potentials of becoming one of the biggest markets in the world, yet it level of productivity to meet the projected estimates makes no differences to the growth of the economy (Aibinu&Jagboro, 2002). Thus; productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is a measure of how defined resources are managed to meet time-bound objectives in terms of quantity and quality. Furthermore, productivity is useful as a relative measure of actual output

of production vs actual resource input, assessed across time or against common entities. Productivity grows as output increases for a given level of input, or as input reduces for a given level of output. Similarly, the productivity definition of Bernolak conforms to the generic interpretation of service by Vargo and Lusch (2004) and Penrose (1959). They argue that if resources are defined as all human and physical assets, productivity arises from the whole delivery of services by the resources, which are utilised in the firm's productive operations.

However, the linkage between strategic management process and firm productivity needs analysis to get a superior understanding on how strategic management process is applied in practice and to improve resources needed to attain goal in the manufacturing firms. According to Bianca (2017) for strategic management to be effective and useful, there must be commitment and involvement across all levels of the organization, overcome inherent problems such as; rival among departments, projects, resistance to change, resource requirement, resources allocation and so on. Strategic management is the process of making decision, planning, coordinating and taking some actions by the top managers of a company in order to achieve set goals and objectives. Decisions are of little use unless they are acted upon. Steiner, (2009) further argues that strategic management system provides the framework for formulating and implementing strategies. However, it is argued that for strategic management to translate into results, a facilitative internal environment and culture must be present. Though numerous studies have been done regarding strategic management in the context of Nigeria and western countries, Strickland and Gamble (2007) study strategic management and organizational performance in Banking Sector in Lagos, also Wagner, (2006) study strategy management and organizational growth in entertainment industry in Lagos. Men and Wang (2008) investigated the quality of strategy management information which is contained in the annual reports of steel sector listed corporations in the previous two years.

In Africa, strategic management has been found to be having a positive impact on firms' profitability in the insurance industry. Aldehayyat and Twaissi (2011) opines that there is a strong positive relationship between strategic management and organizational performance although the extent to which strategic management contributes to improvement of productivity is still a matter of argument because of the varied results which are found in empirical research (Arasa&K'Obonyo, 2012). Hence, the purpose of this paper is to establish how strategic management process relates with firm productivity with specific reference to plastic manufacturing companies in South-South of Nigeria.

Objectives of the Study

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

i. Strategy formulation and firm's productivity.
ii. Strategy implementation and firm's productivity.
iii. Strategy evaluation and firm's productivity.

Research Hypotheses

The following null hypotheses were formulated in this study;

Ho_1: There is no significant relationship between strategy formulation and firm's productivity

Ho_2: There is no significant relationship between strategy implementation and firm's productivity

Ho_3: There is no significant relationship between strategy evaluation andfirm's productivity

2.0 Review of Related Literature

The study of strategic management process and firm productivity was domiciled on Penrose's (1959) Resource Based theory. The resource based theory of the firm (RBT) draws focus to firms' internal environment as an enabler for competitive moves and accentuates the resources that organizations have established to compete in the business environment. The origins of the RBV was trace back to the work of Penrose (1959), who suggested that the resources possessed, deployed and used by the organization are really more important than industry structure. Since then researchers, such as Ansoff (1965) and Chandler (1962) have also made significant contributions towards the emergent and development of the resource based view of strategy (Hoskisson, Hitt, Wan &Yiu, 1999). Organizations that effectively leverage on strategically important resources and competencies will provide a firm with a potential competitive edge to outperform competitors and increase level productivity in any industry.

Operational Framework

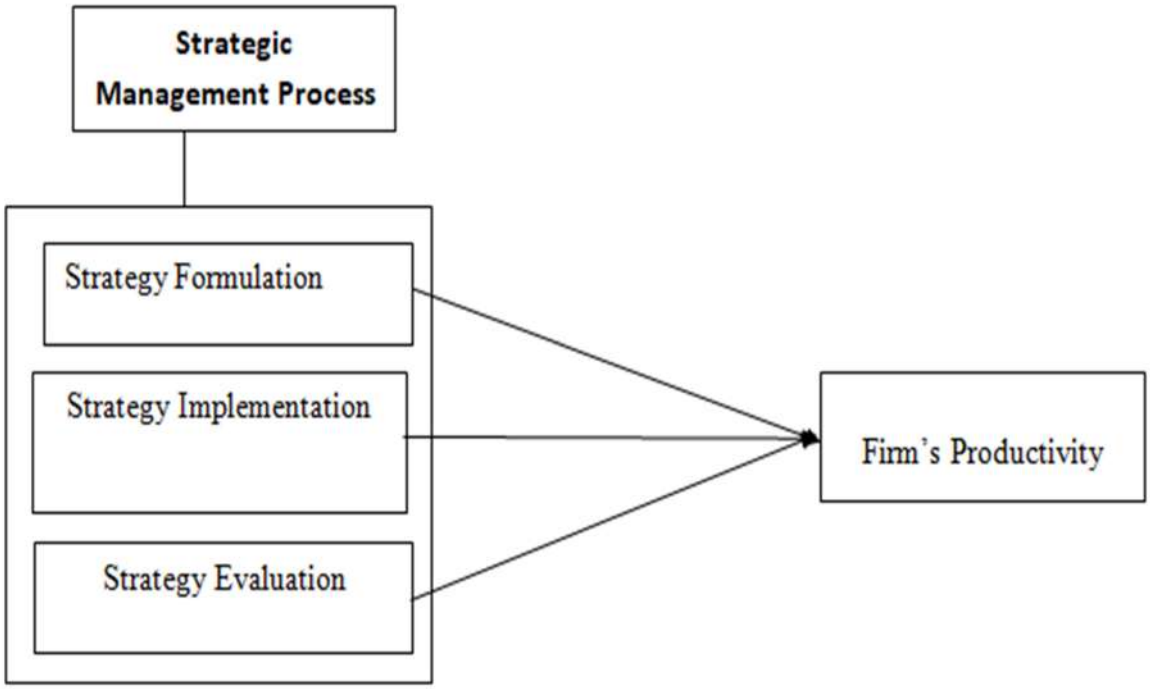

Figure 1: An operational framework showing the link between strategic management process and firms' productivity.

Sources: Researchers' operationalization.

Concept of Strategic Management Process

Strategy is described as the establishment of an enterprise's essential long-term goals, as well as the adoption of courses of action and the allocation of resources required to achieve these goals. Strategic management is the process and approach of specifying an organization's objectives, developing policies and plans to achieve and attain these objectives, and allocating resources so as to implement the policies and plans (David, 2005). Thompson and Strickland (2003 cited by Fubara& Hamilton, 2014) defined strategic management as the process whereby managers establish an organization's long-term direction, set specificperformance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans.

Strategy Formulation

Strategy formulation refers to the process through which a firm defines its overall long-term direction and scope. It involves establishing the way a company creates value through the configuration of its activities and resources in the markets in which it operates. Strategy formulation is a purposeful, deliberate exercise to develop a company's competitive advantage and thus enhance its performance (Gimbert, Bisbe, & Mendoza, 2010). The strategy formulation phase is a strategy that aims at ensuring that organizations achieve their objectives. David (2005) stated that strategy formulation include deciding which business to pursue, how to allocate resources without aggressive takeovers and whether to enter international markets.

Strategy Implementation

The second phase of the process is strategy implementation which initiates activities in accordance to strategic plans (Sharplin, 1985). This requires firms to establish objectives, devise policies, motivate employees, and allocate resources to execute formulated strategies. According to Certo and Peter (1991), without successful strategy execution, businesses are unable to realize the benefits of conducting an organizational analysis, establishing organizational direction, and formulating organizational strategy. Strategic implementation, concerns with the day-to-day activities of managing the strategy to achieve strategic goals of the organization. Thus, once plans are developed, they must be actively managed and implemented to maintain the momentum of the strategy. Strategic thinking and periodic planning should never stop; they become ingrained in the culture and philosophy of a strategically managed organization. As part of managing the strategy, strategic momentum: is the actual labor done to achieve specified goals, involves decision-making processes and their repercussions, and establishes the style and culture, fosters anticipation, innovation, andexcellence, evaluates strategy performance through control, is a learning process, and relies on and reinforces strategic thinking and periodic strategic planning (Swayne, Duncan, & Ginter, 2006).

Strategic implementation ensures an ongoing philosophy for developing and managing the plans, actions, and control of the organization. It attempts to continually orchestrate a fit

between the organization's external environment (political, regulatory, economic, technological, social, and competitive forces) and its internal situation (culture, organization structure, resources, products and services, and so on. In some cases, orchestrating the fit may mean responding to external forces; in other cases, the organization may attempt to actually shape its environment (change the rules for success). However, when such dramatic changes occur, new opportunities emerge and new competencies are born, while others die or are rendered inconsequential (Mische, 2001).

Strategy Evaluation

According to Strydom (2011), strategy evaluation and control inform the managers about the reasons leading to the failure to meet a certain objective, performance standard and/or any other performance indicator. Strategy evaluation and control requires information to be obtained on strategic performance and comparing it with existing standards (Certo and Peter, 1991). In addition, evaluation is carried out by analyzing current tactics, measuring performance, and implementing corrective actions. Because success now does not ensure success tomorrow, strategy assessment is required. Success always brings with it new and different issues; complacent companies fail (David, 2005). Strategy evaluation is a critical tool for managers to understand reasons behind failures and success of certain objectives, performance standard and/or any other performance indicator (Strydom, 2011).

Therefore, firms need to evaluate their strategies on a continuous basis (King'ola, 2001; Tunji, 2013) so that corrective action could be taken to eliminate the problems that hinder the achievement of firm objectives (David, 2011).

Concept of Firm Productivity

Productivity is the extent to which an organization's resources are brought together and effectively utilized for attainment of set goal (Bayo & Redwell, 2020). According to Ansoff (1965), productivity is typically measured on two dimensions: timeliness and delivery. The former represents a service organization's ability to fulfill its customers' demands, doing the right things, while the latter represents an organization's ability to produce a specified output using as few input resources as possible, doing the right things. Furthermore, productivity is viewed as an index that compares output (goods and services) to input (labor, materials, energy, etc., used to produce the output). As quality assessment requires a benchmark, it is implicitly assumed that the relevant characteristics of the output can be prescribed objectively prior to the production or the relevant characteristics of the output is learnt and evaluated subjectively in the market.

However, with regard to the quality of the resources and the output the general implication of productivity is symmetric. A higher productivity of activities is attainable through a decrease of wasted and idle resources or through a higher volume and the quality of the output.

However, firm productivity is vital for the success of every organization and profitability in this dynamic environment (Chien, 2004); it is conceptualized as the individual's investment of his complete self into a role. Productivity and output are two indispensable elements of an organizational life, because without increased and sustained output on the part of the

employees, the organization risk poor performance outcome in general and if not controlled or corrected will lead to extinction of that organization.

Empirical Review

Prior studies on the interrelationship between strategy process (formulation) and product innovation performance show a significant positive correlation between the two variables(Acar&Acar, 2012). In the same direction, Zhang (2009) found that both the formulation and implementation processes through their influence on type of information needed, the source of information and the interplay among difference pieces of information are positively correlated to innovation performance of organizations. Ogunmokun (2005) used private hospitals as a case study to investigate strategy implementation and organizational performance; the study discovered that the extent to which these private hospitals carry out their strategic implementation activities is related to the level of organizational productivity. Ibrahim and Mohamed (2012) use formality structure to examine how strategy implementation affects manufacturing business performance in Indonesia. The study examined strategy implementation and corporate performance. Formalization moderated the relationship between strategy implementation and manufacturing business performance in Indonesia. The analysis included Jakarta Stock Exchange-listed manufacturing enterprises (JSE). The research found a strong correlation between strategy implementation and manufacturing business performance. Formalization moderated the association between strategy implementation (budget and resource control program) and manufacturing business performance evaluated by Return on Equity (ROE). Wanjiru (2016) explored how strategic evaluation procedures affect company performance. Strategy evaluation significantly impacts Sarova town's performance.

3.0 Methodology

To investigate how strategic management process affects plastic manufacturing firm productivity, the study used cross-sectional survey approach. This study included 219 managers and supervisors of 34 south-south Nigerian plastic manufacturing enterprises. The Krejcie and Morgan (1970) table selected 140 employees. To acquire relevant data, respondents were given questionnaires using systematic sampling. Strategy formulation, implementation, and evaluation employed 5 items each. 5 items measured firm productivity. Spearman Rank Order Correlation was used to determine how strategy management process affects productivity.

4.0 Results

In this inquiry, 140 copies of questionnaires were distributed to respondent of which 109 (77.8%) copies were retuned. Nevertheless, 102 (72.8%) were well completed and used for the study. Analysis was undertaken at 95% level of significance. The decision rule is at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1 Strategy Formulation and Productivity

Correlations

			Strategy Formulation	Firm's Productivity
Spearman's rho	Strategy Formulation	Correlation Coefficient	1.000	.214**
		Sig. (2-tailed)	.	.000
		N	102	102
	Firm's Productivity	Correlation Coefficient	.214**	1.000
		Sig. (2-tailed)	.000	.
		N	102	102

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

Data in table 1 reveal that there is a significant relationship between strategy for (p = .000 and rho =0.214) on the decision rule of p < 0.05 for null rejection; the study reject the null hypothesis and accept the alternate hypothesis.

Table 2 Strategy Implementation and Firms Productivity

Correlations

			Strategy Implementation	Firm's Productivity
Spearman's rho	Strategy Implementation	Correlation Coefficient	1.000	.685**
		Sig. (2-tailed)	.	.000
		N	102	102
	Firm's Productivity	Correlation Coefficient	.685**	1.000
		Sig. (2-tailed)	.000	.
		N	102	102

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

The table 2 outcome depict that a significant link existsbetween strategy implementation and firm'sproductivity(p = .000 and rho =0.685). Based on the decision rule of p < 0.05 for null rejection; we therefore reject the null hypothesis and accept the alternate hypothesis.

Table 3 **Strategy Evaluation and Firms Productivity**

Correlations

			Strategy Evaluation	Firms Productivity
Spearman's rho	Strategy Evaluation	Correlation Coefficient	1.000	.147
		Sig. (2-tailed)	.	.003
		N	102	102
	Firms Productivity	Correlation Coefficient	.147	1.000
		Sig. (2-tailed)	.003	.
		N	102	102

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

From table 3, it is revealed that a significant link exists between strategy evaluation and firm's productivity ($p = .003$ and rho =0.147). Based on the decision rule of $p < 0.05$ for null hypothesis rejection; we therefore reject the null hypothesis and accept the alternate hypothesis.

5.0 Discussion of Findings

Firms productivity is an essential aspect of organization especially those in the manufacturing industry. The productivity of organization can be enhanced through proper and effective strategy formulation. The correlational value between strategy formulation and firm's productivity was 0.214. This denote that a weak link exists between strategy formulation and productivity of firms. Hence, a change in strategy formulation will result in little change in firm's productivity. Furthermore, strategy implementation plays a very influential role in improving firm's productivity. Implementation of firm's strategy help in creating a favourable advantage for the organization which is helpful in boosting productivity. A well implemented strategy help improve efficiency and also enhance the overall efficiency of the firm. This implies that the implementation of firm's strategy is what determine the level of productivity of a firm to a high level. Organization also need to continuously evaluate their strategy in order to know when to make necessary adjustment which will further enhance the firm's productivity. Askarany and Yazdifar (2012) found a strong link between the diffusion of these relatively new strategic management tools and organizational performance. Zhang (2009) found that organizations' innovation performance is positively correlated with the formulation and implementation processes' effects on information type, source, and interaction. The findings support Ogunmokun (2005)'s finding that private hospitals' organizational productivity is linked to their strategic implementation activities.

6.0 Conclusions and Recommendations

In the light of the foregoing, this study provides empirical support on dimension of strategic management process and their influence on productivity in the plastic manufacturing firms. Organizations that are able to know the type of strategy to utilize at a given point in time are most likely to attain higher productivity level. Strategy is critical to the success, wellbeing and overall fortune of the organization. The constant transformation of the business domain and the high proliferation of turbulence, has made the importance of strategy formulation, implementation and evaluation to be a core factor to organizational productivity. Organization that lack the requisite ability to implement effective strategy will mostly experience drawback in terms of productivity. In conclusion, strategy formulation, strategy implementation, strategy evaluation makes aunique contribution to the variation of plastic manufacturing firms' level of productivity to gain edge over rivals in the industry. Hence, the study recommended that;

i. The management of the plastic manufacturing firms should ensure effective formulation of strategy as such will enhance the firm's productivity.
ii. The management of the manufacturing plastic firms should properly implement their formulated strategy as such will enhance their productivity.
iii. The plastic firm's should consider strategy evaluation as a continuous process in order to know the level of acceptability of strategies by the stakeholder, to know if the strategies are

consistency with internal policies and also to know if the strategies are consonance with external changes that occur in the business arena.

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The Effect of Adaptive Work Systems on Punctuality and Honesty in Ministries of Culture and Tourism in South-South States of Nigeria

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Abstract: *The purpose of this study was to examine the effect of adaptive work system on punctuality and honesty of civil servants in the ministries of culture and tourism in South-South States of Nigeria. The predictor variable is adaptive work system (as a dimension of work systems) and the criterion variables are punctuality and honesty as measures of workplace spirituality. The study adopted a cross-sectional research design with individual employees as the unit of analysis with structured questionnaire as the research instrument which was distributed to 359 civil servants within the ministry of culture and tourism in the south-south region of Nigeria. Out of the 359 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 adaptive work system has positive significant effect on punctuality and honesty respectively. We therefore, recommended that the ministry of culture and tourism in the South-South, Nigeria should be flexible in other to respond effectively and appropriately respond to employees' needs as well as the changing needs of the external environment so as to encourage and enhance employee honesty and punctuality.*

Keywords: *Adaptive Work System; Workplace Spirituality; Punctuality; Honesty.*

Introduction

A significant need exists to boost the productivity of public workers across all ministries, especially the ministry of culture and tourism, for national advancement and development. In part, this is because no country has achieved sustainable development and advancement beyond its civil service capabilities and attitudes (Anazodo, Okoye & Chukwuemeka, 2012). Consequently, Osawe (2015) said that no country in the world has been able to improve the quality of life of her citizen and also achieve sustained development without a well-structured and coordinated civil service to implement government programs. Alternatively put, the contributions of civil service in promoting an equal and efficient economy cannot be overstated. However, in Nigeria, the civil service which serves as the center for implementing government policies and initiatives is bedeviled with ethical and accountability problems which has for a long time constituted a significant drag in the general progress and growth of Nigeria

(Ikechukwu & Chukwuemeke, 2013). Consequently, the Nigerian civil service has evolved to being a disincentive for excellence, competence and efficiency, thus low performance (Adebayo, 2014) as a result of lack of workplace spirituality such as punctuality and honesty.

This is because workplace spirituality such as punctuality and honesty leads to the increase of employee improved adaptability, instinct, trust, commitment, creativity and self-realization (Jurkiewicz & Giacalone, 2004; Krishnakumar & Neck, 2002). When spirituality is high in the workplace, employees easily recognize the realization of firm's goals as they believe that their efforts would influence the success of the firm and subsequently make efforts according to organizational demands and goals through effective adaptability. Organizations do don't exist in seclusion; rather they are fragment of greater environment, and the environment presents challenges and pressures to survival. Adaptation is a firm's reaction to and values about the environmental conditions including the internal/external (Moon, Quigley & Marr, 2012). Adaptability involves the capacity of firms to transform themselves in responding to environment: internal/external (Inger, Enoch, Harding & Huisman, 2013). Cameron (1984) explained adaptation as process, whereby changes are instituted in organizations which do not only imply reactivity (that is, waiting for changes in the environment to take place before responding to it) but also proactive or anticipatory adaptation which are also possible.

To adapt, a firm should have its antennae tuned to signals of change from its environment (internal/external), decode them, and quickly act to refine or reinvent its model. Organizations with adaptive work system manages their environments by using common standards to foster interaction with minimal barriers. They generate trust among participants, by enabling employees to relate often and acting transparently and building systems that serve as reputational currency (Chatman, Caldwell, O'Reilly, & Doerr, 2014). As they create more flexible system, organizations with adaptive work system drive decision making down front lines, allowing the employees to detect environmental change and proactively respond to it. Because, in adaptive work system, everyone knows precisely what he ought to do. Furthermore, to survive in nowadays turbulent environment organizations must operate with honesty which adaptive work system is an advocate by empowering workers to interact frequently and by providing transparency that serves as reputational currency (Argote & Miron-Spektor, 2011). The capability to generate trust and transparency among workers aid in enhancing employee honesty and punctuality within the firm. Thus, the purpose of the study is to examine the relationship between adaptive work system and punctuality and honesty as measures of workplace spirituality in **Ministries of Culture and Tourism in South-South States of Nigeria.**

Objectives of the Study

The objectives of the study are stated below:

i. Examine the relationship between adaptive 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 adaptive work system and honesty 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 adaptive 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 adaptive work system and honesty 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 adaptive 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 adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Literature Review

Theoretical Framework

This study is anchored on social exchange theory. The idea of social exchange is one of the most widely accepted approaches to analyzing workplace behavior (Cropanzano & Mitchell, 2005). There are two kinds of relationships that may be classified as either social or economic, according to Blau in 1964, who developed the social exchange theory. Thus, resources transferred might be impersonal like money or socio-emotional like caring and respect (Aselage & Eisenberger, 2003). Social exchanges are built on the assumption that kindness will be returned in the future. For the responsible parties in the transaction, what matters most is not the precise advantages transferred, but rather the symbols of a high-quality relationship represented by those benefits (Blau, 1964). The criterion of reciprocity is the foundation of every social exchange relationship (Gouldner, 1960). One side gives an advantage to another in a transaction. If the recipient reciprocates, and a chain of positive exchanges ensues, the parties experience a sense of reciprocating responsibility (Coyle-Shapiro & Shore, 2007). Widely defined reciprocity includes a sense of obligation to reciprocate favorable treatment. As a result, when workers perceive and understand that the organization is assisting them, they are more likely to feel compelled to return the organization in terms of the company's spirituality. Thus, if employees are treated favorably via a work environment that supports their requests for work and aims to bring out the best from them, they are more likely to demonstrate superior organizational behaviors, such as honesty, and timeliness.

Concept of Adaptive Work System

A work system involves a collective effort and is designed when a specific job or goal is noticed as requiring more than one person to accomplish which incorporate technology, information and business resources to create services or products for stakeholders in the firm (Orlikowski & Scott, 2008), while adaptive work system describe attributes that enable organizations to become more malleable to environmental changes by helping organizations anticipate and acclimatize to any changes (Kotter & Heskett, 1992). Adaptive work system is a significant

proficiency of organizations that has the worth of being able to control transitions and change phenomenon (Hamtiaux, Houssemand & Vrignaud, 2013). It involves a system that requires members to pursue and share information and support from diverse resources, expand job scope and outcome responsibility, and interact in a team-like and dynamic nature to attain firms mission by emphasizing values related to robustness, innovation, and risk-taking (Chatman Caldwell, O'Reilly & Doerr, 2014). Adaptive work system has to do with a system that enables and supports risk-taking and trust, has a combined ability in solving difficulties, and is open to innovation (Kilmann, 1985). Successful organizations stay ahead of rivals and easily comprehend the future needs of stakeholders including their employees (Fey & Denison, 2003). De Dreu and West (2001) expressed that to build an effective adaptive work system, firms have to allow workers to explore differing resolution to issues by attaching social approval to activities that facilitate the execution of innovative concepts. New concepts are produced when organizational members can act and think in divergent manners (Sutton, 2002) and are free to changing the pattern of doing things.

Workplace Spirituality (Punctuality and Honesty)

Workplace spirituality is also about spirituality in business, spirituality at workplace, spiritual wellness in the workplace (Marques, 2006). There are a number of definitions and perspectives regarding workplace spirituality just like the concept of spirituality as it means different things to different scholars and persons. This has essentially made the concept to be very difficult to comprehend and to date scholars have not agreed on a concrete definition (Weston, 2002). However, Dehler and Welsh (2003) explained that workplace spirituality is about a search for significance, deeper self-knowledge or transcendence to a superior level and this sense of significance and purpose serves as an inner source of energy that is then expressed outwardly as behaviour. Marques (2006) also, highlighted that, workplace spirituality has to do with the display of workplace morality and ethics, meaningful work, and organization values. As stated earlier, the measures of workplace spirituality used in this study includes punctuality and honesty, (Petchsawanga & Duchon, 2009) which are discussed below:

Punctuality, it is a strict observance in keeping engagements and promptness (Kanekar & Naz, 2013). Also, punctuality is the feature of being able to execute a required task or fulfil an obligation before or at a previously-designated time (Bacal, 2002). Thus, being punctual not only refers to coming to work or for meetings or appointments whilst at work on time, but also being ready and prepared on arrival. It involves a level of obligation to the job role, organization and time management, travel planning, and an awareness or comprehension of the significance of coming on time and behaving responsibly or professionally whilst at work. Time is one major parameter of organization life. Organizational interactions would be impossible if workers lacks the ability to relate the interactions with time. Thus, workplace processes demands that human activities be synchronized in time. Therefore, punctuality is of utmost importance to any organization be it private or public organizations; thus, in the words of Dishon and Koslowsky (2002), punctuality is the soul of any business establishment. This implies every business organization needs to pay particular attention to how early or late its employees show up to

work. Accordingly, punctuality is one of the principal organizational virtues that workers must exhibit for organizational survival. There are diverse advantages of punctuality as punctual employees may be less likely to engage in withdrawal behaviour linked with bad mindset toward work and the establishment, like low commitment, low satisfaction, and low job involvement (Dishon & Koslowsky, 2002). It also has positive consequences in the establishment especially in group setting, the smooth functioning of all members may be directly proportional to punctual behaviour.

Furthermore, honesty is the consistency between spoken words and actions. It is the extent to which the words spoken by an individual is in alignment with his or her actions or behaviours. To have employees behave in a way that is in congruence with the establishment's mission and objectives is the goal of every establishment; that is, aligning absolutely with the core principles, adhering to a set ethics and matching actions with beliefs across a variety of circumstances which honesty plays an essential role (Pattison & Edgar, 2011). Likewise, Cleary, Walter, Horsfall and Jackson (2013) articulated that honesty plays a primary duty in employee's pattern of alignment, sound moral, ethical standards and organization productivity. Honesty has today grown into an essential concept globally that is significantly needed for the preservation of organization's reputation in dealings with investors vis-à-vis shareholders, suppliers, distributors, customers, workers and the overall society. Consequently, the flop of organization to commendably manage honesty among employees will reduce the trust of investors that has major impacts on the functioning of the establishment. Thus, honesty can influence the establishment's performance.

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 359 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 359-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 adaptive work systems as a dimension of work system (Alter, 2013); it is thus used as a uni-dimensional variable while the dependent variables used are punctuality and honesty as measures of workplace spirituality (Petchsawanga & Duchon, 2009). 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 0.984, 0.895, and 0.847 for adaptive work system, punctuality, and honesty respectively.

Data Analysis and Result

Adaptive Work System and Punctuality

The analysis below shows the relationship between adaptive 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 adaptive 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
Adaptive work	339	0.648	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 adaptive 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 adaptive work system and punctuality with r (337) = 0.648, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between adaptive work system and employee punctuality, suggesting that civil servants with high punctuality needs a high adaptive work system. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between adaptive 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:

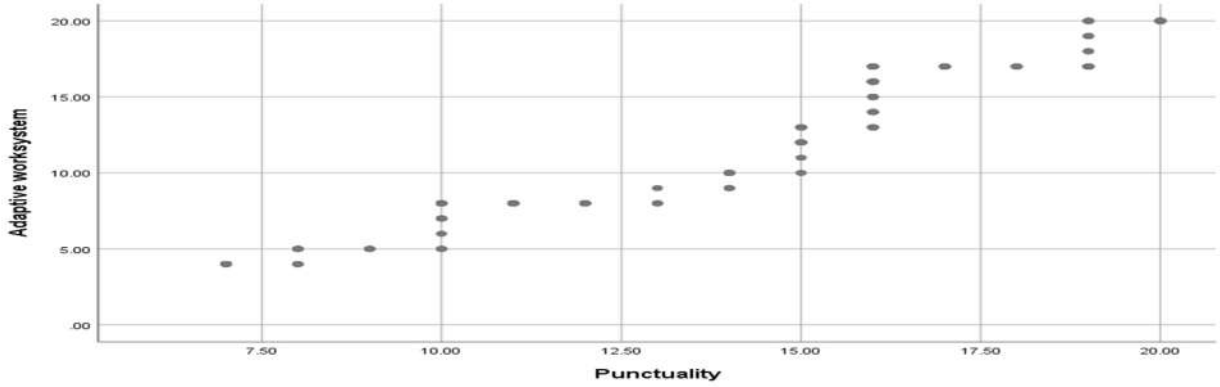

Figure 1: Scattered Graph of adaptive work system and punctuality.

Adaptive Work System and Honesty

The analysis below shows the relationship between adaptive 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 adaptive 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
Adaptive work	339	0.503	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 adaptive 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 adaptive work system and honesty with r (337) = 0.503, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between adaptive work system and workers honesty. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between adaptive 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:

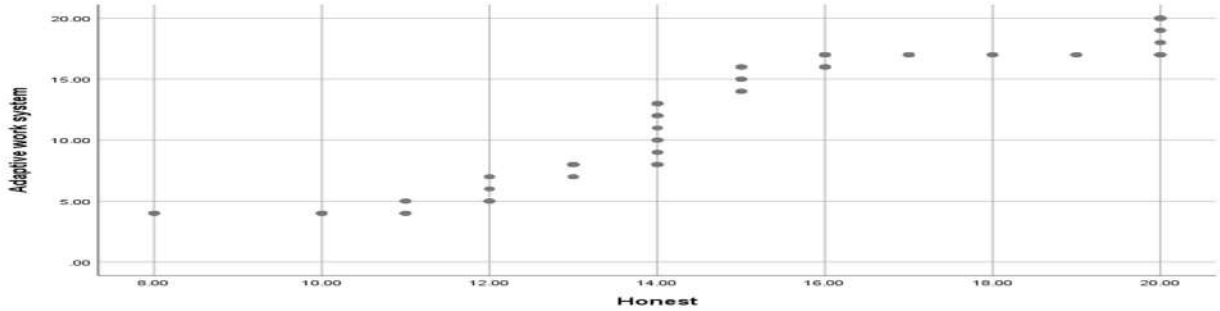

Figure 2: Scattered Graph of adaptive work system and honesty.

Discussion of Findings

From the empirical analysis between adaptive work system and punctuality in table 1, showed that adaptive work system has a Pearson Moment Correlation Coefficient (rho) = 0.648 and a PV of 0.000 which is P<0.05 on punctuality meaning a strong/positive nexus exist between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Accordingly, organizations with adaptive work system will have better employee experience; which means they have lower turnover and stronger employee productivity (Sherwood, 2015). Consequently, adaptive work system can affect employee punctuality. Furthermore, by providing capabilities, guidance, and shared meanings to its members on what to value and act, adaptive work system can help employees' exhibit spiritual workplace behaviour like worker punctuality needed to identifying, and

respond to environmental changes. Because, adaptive work system can assist workers to adjust and transform to continually evolving skills, an increasing digital landscape, and learning everywhere and anytime with greater ease which can affect employee punctuality. To align to today's environmental changes, organizations have to build a system and abilities that allow adaptation to such environmental changes in a possible and easier form (Ployhart & Turner 2014; Huber, 2011). Any organizations that fail to respond to environmental changes will face disorder, decline, and possible death. Within dynamic environments, having a high functioning adaptation system can act as a mechanism to deal with any given change (Sorensen, 2002). Hence, the capacity of organizations to build adaptable work system is a necessity as inflexibility and inability to learn and appropriately react to environmental fluctuations is one crucial factors that hinder positive employees behaviour (spiritual behaviour) that affects the firm's success (Zheng, Yang & McLean, 2010; Lee, Tan & Chiu, 2008). Explicitly, the capacity of organization to easily adapt to its environment and the needs of employees which adaptive work system play important roles are seen to drive collective perceptions and behaviour of employees (Zheng, Yang, & McLean, 2010; Alvesson, 2002) that support the exhibition of workplace spirituality virtues such as employee punctuality.

Furthermore, from the empirical analysis between adaptive work system and honesty in table 2, showed that adaptive work system has a Pearson Moment Correlation Coefficient (rho) = 0.503 and a PV of 0.000 which is $P<0.05$ on honesty meaning a moderate/positive nexus exist between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Therefore, system have to maintain decent bond with its environment for existence and growth (Argote & Miron-Spektor, 2011). This, ability of organizations to maintain decent bond with its environment and workers employees drives workers need in becoming more honest in their relation with other organization's stakeholders as they have the consciousness that acting honestly will ensure the survivability of the organizations they work for. Furthermore, to survive in nowadays turbulent environment organizations must operate with trust and transparency which adaptive work system is an advocate that facilitate trust in the firm through by empowering workers to interact frequently and by providing transparency that serves as reputational currency (Argote & Miron-Spektor, 2011). The capability to generate trust and transparency among workers aid in enhancing employee honesty within the firm. Adaptive work system also requires that a firm values systems that build their capabilities to address changes and future challenges (Ployhart & Turner, 2014). If an organization wants to align to changes, it has possess internal capability to adjust to it (Kotrba et al., 2012). Consequently, Lengick-Hall, Bek and Lengick-Hall (2011) argued that a firm's capability to adapt is rooted in the knowledge, skills, or abilities of its members and its capabilities, systems, and processes. To adapt, a firm must continuously invest in further developing or creating those capabilities that aid the firm to reconfigure and address any changes in a new and evolutionary manner to their advantage (van der Weedt, Volberda, Verwaal & Stienstra, 2012). By building the employees' capabilities, the exhibition of honesty will be enhanced. Organizations with system that facilitate adaptation will better respond

appropriately to employee needs and, at long run, have a higher likelihood of encouraging employee honesty in relating to other stakeholders in ensuring firm's survival.

Conclusion and Recommendations

The outcome of the data analysis in this study provides a positive and significant relationship between adaptive work system and punctuality as well as honesty 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 adaptive work system is very essential in enhancing workplace spirituality vis-à-vis punctuality and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Punctuality and honesty are very important parameters of organization life. Organizational interactions would be impossible if workers lacks integrity and the ability to relate the interactions with time. Thus, workplace processes demands that human activities be synchronized in time and in honesty. Therefore, punctuality and integrity is of utmost importance to any organization be it private or public organizations. This implies every business organization needs to pay particular attention to how early or late its employees show up to work and how honest the employees are in carrying out given task. Accordingly, punctuality and honesty are important principal organizational virtues workers must exhibit for organizational survival. This is because, honesty and punctuality leads to low commitment, low satisfaction, and low job involvement. To achieve, the benefits associated with honesty and punctuality, we recommend that the ministry of culture and tourism in the South-South, Nigeria should be flexible in other to respond effectively and appropriately respond to employees' needs as well as the changing needs of the external environment so as to encourage and enhance employee honesty and punctuality. Also, the ministry of culture and tourism in the South-South, Nigeria specifically need to ensure employees come to work on time and honest by incorporating a favourable work system of adaptability.

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Customer Relationship Management: Ease Way to do Business

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Abstract: *The task of managing customer relationship activities is generally assigned to a person or team. In a CRM program there will usually be a program director and, depending on the size of the program, separate managers for each activity. In today's highly competitive environment, the goal of having loyal customers more than justifies creating a CRM organization, through not necessarily a separate department, so as to make it easier for top management to identify the individuals responsible and monitor program performance. It has been empirically demonstrated that perceived channel integration directly influences future purchase decisions and customer loyalty and retention. CRM relies heavily on complaints handling. Companies need to have agreed processes and practices for dealing with complaints. Though commonly neglected, this has been shown to be directly correlated with program quality and customer retention. Nowadays, the profitability and results of promotional and communication activities are expected to be measurable. Successful improvement will result in enhanced relationship quality, reflecting customers' trust in the company confidence in the company's honesty and reliability and stronger customer commitment and loyalty (desire to maintain the relationship).*

Keywords: *customer, relationship, management, information, Social media, and marketing.*

Introduction

The concept of customer relationship management started in the early 1970s, when customer satisfaction was evaluated using annual surveys or by front-line asking. The first open-source CRM system was developed by Sugar CRM in 2004. During this period, CRM was rapidly migrating to the cloud, as a result of which it became accessible to sole entrepreneurs and small teams. This increase in accessibility generated a huge wave of price reduction (comparecamp.com. 2017).

Around 2009, developers began considering the options to profit from social media's momentum and designed tools to help companies become accessible on all users' favourite networks. Many startups at the time benefited from this trend to provide exclusively social CRM solutions, including Base and Nutshell. (comparecamp.com. 2017.)

The same year, Gartner organized and held the first Customer Relationship Management Summit, and summarized the features systems should offer to be classified as CRM solutions (gartner.com. Retrieved 2017).In 2013 and 2014, most of the popular CRM products were linked to business intelligence systems and communication software to improve corporate

communication and end-users' experience. The leading trend is to replace standardized CRM solutions with industry-specific ones, or to make them customizable enough to meet the needs of every business.(comparecamp.com. 2017.)

Customer relationship management (CRM) is the combination of practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle. The goal is to improve customer service relationships and assist in customer retention and drive sales growth. CRM systems compile customer data across different channels, or points of contact, between the customer and the company, which could include the company's website, telephone, live chat, direct mail, marketing materials and social networks. CRM systems can also give customer-facing staff members detailed information on customers' personal information, purchase history, buying preferences and concerns (Chai, Ehrens, and Kiwak, 2020).Customer relationship management (CRM) is a technology that helps businesses to build and improve relationships with customers or clients with the aim of enhancing customer loyalty, communication, profits, and the internal and external functioning of a business. From the organization's point of view, this entire relationship encompasses direct interactions with customers, such as sales and service-related processes, forecasting, and the analysis of customer trends and behaviors. Ultimately, CRM serves to enhance the customer's overall experience.

Understanding Customer Relationship Management (CRM)

Social media is one-way companies adapt to trends that benefit their bottom line. The entire point of CRM is to build positive experiences with customers to keep them coming back so that a company can create a growing base of returning customers. Increasingly, the term CRM is being used to refer to the technology systems companies can engage to manage their external interactions with customers at all points during the customer lifecycle, from discovery to education, purchase, and post-purchase.

Benefits of customer relationship management

- **Workflow automation.** CRM systems help businesses optimize processes by streamlining mundane workloads, enabling employees to focus on creative and more high-level tasks.
- **Lead management.** Sales leads can be tracked through CRM, enabling sales teams to input, track and analyze data for leads in one place.
- **Human resource management (HRM).** CRM systems help track employee information, such as contact information, performance reviews and benefits within a company. This enables the HR department to more effectively manage the internal workforce.
- **Analytics.** Analytics in CRM help create better customer satisfaction rates by analyzing user data and helping create targeted marketing campaigns.

- **Artificial intelligence.** AI technologies, such as Sales force Einstein, have been built into CRM platforms to automate repetitive tasks, identify customer-buying patterns to predict future customer behaviors and more.
- **Project management.** Some CRM systems include features to help users keep track of client project details such as objectives, strategic alignment, processes, risk management and progress.
- **Integration with other software.** Many CRM systems can integrate with other software, such as call center and enterprise resource planning (ERP) systems.
- Businesses use CRM systems to optimize sales and marketing and improve customer retention. Data analytics is also much easier, where businesses can track the success of various projects or campaigns, identify trends, infer associations, and create visually intuitive data dashboards.
- Customers enjoy better service and are more likely to report higher satisfaction as a result. Customer interactions including complaints are stored and can be easily recalled so that customers do not have to constantly repeat themselves.

Types of CRM(Andersons, 2022)

- **Sales CRM:** to drive sales and increase the pipeline of new customers and prospects. Emphasis is placed on the sales cycle from tracking leads to closing deals.
- **Marketing CRM:** to build, automate, and track marketing campaigns (especially online or via email), including identifying targeted customer segments.
- **Service CRM:** integrated dedicated customer service support with sales and marketing. Often features multiple contact points including responsive online chat, mobile, email, and social media.
- **Collaborative CRM:** encourages the sharing of customer data across business segments and among teams to improve efficiency and communication and work seamlessly together.
- **Small Business CRM:** optimized for smaller businesses with fewer customers to give those customers the best possible experience. These systems are often much simpler, intuitive, and less expensive to implement than enterprise CRM.

Three Ease way to manage customer according to Conrady (2021) are:

1. **Respond Quickly Through All Channels Possible**

Companies that successfully implement an agile and effective lead response strategy see increases in the probability of pipeline conversion. It's pretty much common sense; the more you get yourself in front of a potential client and let them know about the value you can provide for them, the more likely you are to close a sale. If you are successfully utilizing your marketing or CRM software, total follow-up can be a non-issue within your organzation. You should be aiming to get back to leads within 5 minutes of their first interaction in some way—

and even that may be stretching it. Without proper follow-up with every single lead, you will not be able to comfortably say that you did all you could to close that sale or get that client.

2. Eliminate Wasted Steps (And Time)

Modern buyers are extremely busy and easily distracted; they have become hard-wired to expect a speedy and obstacle-free buying experience, no matter the device they are using. When it comes to the business side of that sales process, this kind of speed requires eliminating cumbersome steps and reducing waste throughout your entire sales cycle, whether it is customer-facing or happening in your back office. If possible, deter from arranging additional meetings. Make sure the meetings that do have to be completed are economical and speedy. Come to the table with solutions, no matter what—don't just talk around a solution. The more you focus on delivering an actionable product or improvement to your customer, the faster and more positively those customers will respond (and return to you).

It's left up to marketing to preside over pre-sales leads, inquiries and qualification. Depending on your company's specific process and strategy, marketing will determine a length of time before the lead moves to an automated system which forwards information directly to the source's contact information — a hands off process that is both consistent and viable. Eliminating steps in managing customers and automating much of the work that you may forget—and thus lose that lead—simply manages engagements more efficiently and takes much of the burden off your shoulders.

3. Configure CRM to Your Sales Process

CRM is often portrayed as easy to use—a kind of out-of-the-box magic potion—but in fact it can be a very complex process if you are rendering workflows internally, especially if your company has re-positioned itself in an upcoming or new market. You need to ensure that your CRM software supports an easier and more efficient sales process. Although customization and reconfiguration may seem like a large investment of time and resources, but you will more than make up for it in the saved time when your team members work within the CRM software. You need to be certain that how you manage customer relationships and data input does not slow the system down or convolute your process.

The CRM should be aligned to key selling workflows and constantly focused on your best practices and eliminating unnecessary data entries. Team members should be enabled to build templates, and other triggers, to move through selling steps much faster with simplicity. After all, if your sales associates find the software cumbersome to use, they simply won't use it. Then, all you can be sure of is that the money you invested in the software is being wasted.

Components of customer relationship management

The main components of CRM are building and managing customer relationships through marketing, observing relationships as they mature through distinct phases, managing these relationships at each stage and recognizing that the distribution of the value of a relationship to the firm is not homogeneous. When building and managing customer relationships through marketing, firms might benefit from using a variety of tools to help organizational design, incentive schemes, customer structures, and more to optimize the reach of their marketing campaigns. Through the acknowledgment of the distinct phases of CRM, businesses will be able to benefit from seeing the interaction of multiple relationships as connected transactions. The final factor of CRM highlights the importance of CRM through accounting for the profitability of customer relationships. Through studying the particular spending habits of customers, a firm may be able to dedicate different resources and amounts of attention to different types of consumers (Reinartz, Werner; Krafft, Manfred; Hoyer, Wayne, 2004).

Relational Intelligence, which is the awareness of the variety of relationships a customer can have with a firm and the ability of the firm to reinforce or change those connections, is an important component to the main phases of CRM. Companies may be good at capturing demographic data, such as gender, age, income, and education, and connecting them with purchasing information to categorize customers into profitability tiers, but this is only a firm's industrial view of customer relationships. A lack in relational intelligence is a sign that firms still see customers as resources that can be used for up-sell or cross-sell opportunities, rather than people looking for interesting and personalized interactions Avery, Jill; Fournier, Susan; Wittenbraker, John (2015). CRM systems include:

- Data warehouse technology, used to aggregate transaction information, to merge the information with CRM products, and to provide key performance indicators.
- Opportunity management which helps the company to manage unpredictable growth and demand, and implement a good forecasting model to integrate sales history with sales projections.
- CRM systems that track and measure marketing campaigns over multiple networks, tracking customer analysis by customer clicks and sales.
- For small businesses a CRM system may consist of a contact management system that integrates emails, documents, jobs, faxes, and scheduling for individual accounts. CRM systems available for specific markets (legal, finance) frequently focus on event management and relationship tracking as opposed to financial return on investment (ROI).
- CRM systems for e-commerce, focused on marketing automation tasks, like cart rescue, re-engage users with email, personalization.
- Customer-centric relationship management (CCRM) is a nascent sub-discipline that focuses on customer preferences instead of customer leverage. CCRM aims to add value by engaging customers in individual, interactive relationships.

- Systems for non-profit and membership-based organizations help track constituents, fundraising, sponsors' demographics, membership levels, membership directories, volunteering and communication with individuals.
- CRM not only indicates to technology and strategy but also indicates to an integrated approach which includes employee's knowledge, organizational culture to embrace the CRM philosophy.

Effect on customer satisfaction

The implementation of a CRM approach is likely to affect customer satisfaction and customer knowledge for a variety of different reasons.

1. Firstly, firms can customize their offerings for each customer by accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. This customization enhances the perceived quality of products and services from a customer's viewpoint, and because the perceived quality is a determinant of customer satisfaction, it follows that CRM applications indirectly affect customer satisfaction.
2. CRM applications also enable firms to provide timely, accurate processing of customer orders and requests and the ongoing management of customer accounts.
3. Both an improved ability to customize and reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction.
4. Furthermore, CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination.

Improving CRM within a firm

Consultants argue that it is important for companies to establish strong CRM systems to improve their relational intelligence. According to this argument, a company must recognize that people have many different types of relationships with different brands. Some customers view themselves as friends of the brands, while others as enemies, and some are mixed with a love-hate relationship with the brand. Some relationships are distant, intimate, or anything in between.

1. **Analyzing the information:** Managers must understand the different reasons for the types of relationships, and provide the customer with what they are looking for. Companies can collect this information by using surveys, interviews, and more, with current customers. Companies must also improve the relational intelligence of their CRM systems. These days, companies store and receive huge amounts of data through emails, online chat sessions, phone calls, and more. Many companies do not properly

make use of this great amount of data, however. All of these are signs of what types of relationships the customer wants with the firm, and therefore companies may consider investing more time and effort in building out their relational intelligence. Companies can use data mining technologies and web searches to understand relational signals. Social media such as social networking sites, blogs, and forums can also be used to collect and analyze information. Understanding the customer and capturing this data allows companies to convert customers' signals into information and knowledge that the firm can use to understand a potential customer's desired relations with a brand (Avery,2014).

2. **Employee training:** Many firms have also implemented training programs to teach employees how to recognize and effectively create strong customer-brand relationships. Other employees have also been trained in social psychology and the social sciences to help bolster strong customer relationships. Customer service representatives must be educated to value customer relationships and trained to understand existing customer profiles. Even the finance and legal departments should understand how to manage and build relationships with customers.
3. **Be social.** "Integrate your CRM with social media platforms if it's not already built into the system. Social CRM involves the use of social media and technology to engage and learn from consumers. Because the public, especially young people are increasingly using social networking sites, companies usethese sites to draw attention to their products, services and brands, with the aim of building up customer relationships to increase demand. With the increase in the use of social media platforms, integrating CRM with the help of social media can potentially be a quicker and more cost-friendly process.

Some CRM systems integrate social media sites like Twitter, LinkedIn, and Facebook to track and communicate with customers. These customers also share their own opinions and experiences with a company's products and services, giving these firms more insight. Therefore, these firms can both share their own opinions and also track the opinions of their customers

4. **Business-to-business transactions**

Despite the general notion that CRM systems were created for customer-centric businesses, they can also be applied to B2B environments to streamline and improve customer management conditions. For the best level of CRM operation in a B2B environment, the software must be personalized and delivered at individual levels.The main differences between business-to-consumer (B2C) and business-to-business CRM systems concern aspects like sizing of contact databases and length of relationships.

Mobilize. "A cloud-based CRM that offers mobile capabilities allows users to easily keep track of customer interactions and manage leads, proposals, opportunities, projects and files from

any device, at any time," says Smith. "For companies with employees that are consistently in and out of the office, this can improve effectiveness and productivity.

How Can a Company Continue to Improve?
First, review and reinforce the company's mission, culture and values: The mission statement must specify the contribution the company aims to make to its customers, employees and society at large. Ideally, as we said, it will include a combination of extrinsic, intrinsic and transcendent motives.Sudden changes in the mission are to be avoided, as they may lead to confusion and disorientation among employees and customers. Themission must be known by all employees and must guide their daily decision making and activities. Internal channels must be available to communicate the mission, so that it isinternalized and becomes a criterion for decision making. An organization's culture is "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration,that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Second, reconsider and, if necessary, redesign the CRM strategy;A company's relationship-building strategy is part of its marketing strategy. A strategic decision is one that sets long-term objectives, commits resources, is difficult to revoke, and which cannot be changed without incurring a penalty in terms of image or economic cost. Every strategy is a choice of what the company does not want to achieve; adeliberate rejection of possible objectives. Resource limitations make it necessary to limit thescope of action. A relationship-building strategy must define where we want to get to (what we want to achieve),how we are going to get there, and why we believe we shall succeed; how we are going to be betterthan our rivals; what our competitive advantage is going to be; how we are going to position ourCRM program; what value proposition we are going to use to connect with our customers and keepthem actively involved over time.

Third, improve the management of each of the variousrelationship activities: There is a major gap in research about howto manage CRM activities, which is the daily battlefield of the people who actually run CRMprograms and the meeting point between the company and its customers. Specifically, companies need to establish methods, processes and organizational structures toensure that their CRM activities are conducted effectively.

Lastly, review and, if necessary, improve the quality of execution by managing human resources and acquiring the technological and financial resources to implement the strategy and the associated relationship-building activities: Deciding whether the member's magazine should be sent quarterly or half-yearly, for instance, against payment or free of charge, is one thing. Making sure that each issue arrives on time andhas attractive content, responding to complaints, compiling all this information in the CRM system, negotiating agreements with partners, etc. is quite another. It should also beborn in mind that all this needs a proper oversight. If a company already has a CRM program inplace, opportunities to improve may arise at any moment.

Eight Keys to Relationship Marketing

1. Ensure excellence at a transactional level: customers must be reasonably well satisfied in each transaction with the company. If the basic transactional process doesn't work, it's going to be difficult to build a satisfactory relationship.
2. Implement the relationship strategy gradually: it's not a good idea to offer a wide range of relationshipactivities from day one.
3. Create genuinely two-way relationships: the benefits (for the company) of creating and running theprogram and the benefits (for customers) of maintaining a relationship with the company must be greaterthan the costs.
4. Neutralize relationship hindrance: the company must try to minimize the costs to the customer ofestablishing and maintaining the relationship.
5. Create virtuous circles: as the program proceeds and customers' knowledge and satisfactionincreases,the company must customize its offers and aftersales service, further enhancing satisfaction andreceptivity to the company's advertising messages.
6. Top management support: from the word go, and throughout the program.
7. Multi-channel approach, so that customer contact channels are integrated.
8. No false assumptions, e.g. that satisfied customers are necessarily loyal, or that loyal customers arenecessarily profitable.

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