



Academic Scholars Publishing League (ASPL)

ISSN: 2360-9944 | Volume 7, Issues 4 & 5 | March - May 2020

www.arcnjournals.org

International Journal of Management Sciences



International Journal of Management Sciences

ASPL Journal Series

ISSN: 2360-9944. Volume 11, Issues 4 & 5, March - May 2020



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

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s/n	Contents	Pages
1	Human Resource Management and Organizational Performance of Nigerian Firms: A Panel Analysis, Joseph A. Anozie and Chima B. Onuoha	1-15
2	The Moderating Role of Organizational Culture on the Relationship between Intellectual Capital and Sustainable Competitive Advantage, Okocha, B. F. and Akhigbe, O. J.	16-34
3	Effect of Total Productive Maintenance Initiative on Organizational Performance of Select Manufacturing Firms in Anambra State, A. I. Ibekwe, Prof. C.D Ngige, & Jacobs C.J.(PhD)	35-43
4	The Effect of Sustainability Accounting Report on Shareholder Value of Quoted Oil and Gas Companies In Nigeria, Syder, I. D., Ogbonna, G. N. (Ph.D) and Akani, F. N. (Ph.D)	44-57
5	Unsustainable Marketing Practices and Environmental Degradation in Niger Delta Region of Nigeria, Nwadike, George Ugonna, Idenedo, Wisdom Otite and Okoro, Rowland Chukwuma	58-75
6	Interpersonal Justice and Employee Commitment of Mobile Telecommunication Companies in Port Harcourt, Franklin, Easter Dumbari, DR. A.O. Oparanma and DR. L. Baridam-Ngobe	76-87
7	Enhancing Employee's Commitment of Deposit Money Banks in Rivers State through Affiliative Managerial Humor Practices, EVWIERHURHOMA, Ejiroghene Daniel and OGA, Kelechi Charles	88-98



Human Resource Management and Organizational Performance of Nigerian Firms: A Panel Analysis

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Abstract: *Organizational performance requires proper harnessing of all the resources of the firm, especially the human resource, so as to achieve organizational goals and objectives. Human resources planning in an organization ensures that there is always qualified personnel at the right job at the right time in the short, medium and long term. Also given that the company have adequate manpower there is also need to have career development plans, successions plans and appropriate compensation plans to ensure that the company retains its good hands and avoid worker turnover or loss of key personnel to competitors. This underlines the function and importance of Human Resource Management. This study is a theoretical review of various empirical works in the area of the impact of human resource management on organizational performance of Nigeria firms. The methodology adopted was a detailed review of literature in same or related topics. Prominent articles in electronic resources and reputable online journals in the area of management and Human resource management were accessed. There was special focus on review of empirical studies of HRM and OP of Nigeria firms. All the reviewed empirical works tend to agree that there is a positive relationship between human resource management and organizational performance. Human resource management practices of training and career development, motivation showed significant positive contribution to organizational performance. Several issues and challenges to human resource management in Nigerian firms were highlighted and possible solutions were proffered. It was recommended that organizations should intensify efforts at human resource planning, engage in training of their personnel and adopt reasonable compensation plans based on what obtains in its industry in order to overcome challenges of HRM and achieve improved and sustained organizational performance.*

Keywords: *Human Resource, Corporate Objective, Performance, Motivation*

1.0 INTRODUCTION

It is agreed by many scholars that the human resource of an organization is seen as the most important resource of the organization because it drives every other resource. For an organization to be in business it will possess the following important resources, capital,

infrastructure, technology, materials and human resource. Since the human resource is the most critical resource and asset of the organization that drives every other resource, there is need to properly plan and manage it in such a way as to achieve the overall objective of the firm.

The process of planning and managing the human resource needs of the firm in such a way as to achieve the overall goals and objectives of the firm in the short, medium and long term have variously been referred to by scholars as Human Resource Planning, Manpower Planning, Human Resource Management, Strategic Human Resource Planning, Strategic Human Resource Management etc. For the purpose of this study the various terms, which all refer to the Human Resource of the firm, will be taken to mean the same time and may be used interchangeably as there is no fundamental difference between the terms. However human resource planning or manpower planning can be taken as a subset of human resource management which is larger in scope and deals with the management of the human resource assets of the organization in line with the corporate goals and objectives.

In organizations, human resource function may involve the implementation of recruitment and selection policies, disciplinary procedures, reward and recognition policies, staff development policies, succession planning and talent management. All these functions will need to be aligned and correlated, in order to correspond with the overall organizational goals. This is described as strategic human resource management.

Without the human resource every other resource of the firm will be dormant and unusable. While it is important to have human resource that will utilize, manage and convert other resources for the production of goods and services, it is more important for the organization to have the right quantity and quality of human resource at the right time and right position. This underscores the importance of human resource planning. Thus, the objective of human resource (HR) planning is to ensure the best fit between employees and jobs, while avoiding workforce shortages or surpluses. Human resource planning is said to be strategic when the human resource planning is aligned to the strategic objectives of the organization both in the short, medium and long term. The three key elements of the HR planning process are forecasting labour demand, analysing present labour supply, and balancing projected labour demand and supply.

Organizational Performance deals with a combination of financial and non financial measures in order to give a fair assessment of the general performance of the company. Four dimensions were used to measure Organizational Performance, these are: Profitability, Earnings per share, Market share, customer satisfactions and employee satisfaction. It is the goal of every business set up to perform well in order to meet the expectations of the owners of the business and other stake holders. Studies on how to improve Organizational Performance is one of the most researched area in management sciences. This study focuses on determining the practical relationship between Human Resource Management and the Organizational Performance of Nigeria firms. This involves studying the empirical research results of various studies across the world and Nigeria with a view to identifying common grounds or areas of agreement with respect to the nature of relationship between the various Human Resource Management Practices and Organizational Performance as represented by financial and non-

financial measures of performance.

In the course of the research the major issues and challenges confronting Human Resource Management in Nigeria firms were identified and suggestions were made on how to contain them. It is believed that by solving the identified problems and challenges of HRM of Nigeria firms it will improve workers morale, commitment and productivity which will in turn lead to improvement in organizational performance.

The Nigeria economy is in dire need of proper strategic human resource planning by companies operating in Nigeria. The external environment of Nigeria business organizations is turbulent and dynamic. Competition is stiff and Technology is changing at a fast pace and thus there is need for constant training of staff in new ways of production of goods and services if the company is to remain competitive. There is also shortage of high level skilled manpower that operate the various factory equipment. This gives rise to poaching of staff by competitors which makes it imperative that companies have to adopt appropriate strategies to retain their staff who they may have also committed some resources to train. All these point to the fact that there is need for a comprehensive and well thought out Human resource plan that will enable the company to harness their organizational resources to ensure organizational performance, survival and sustained growth of the company.

1.1 Statement of the Problem

The human resource of an organization is taken as the most critical and important resource. However there seems to be more emphasis on the other resources of the firm especially financial resource, infrastructure, equipment, technology, raw materials and products to the utter neglect of the most critical resource of the organization which is its human resource.

There are several research works in the area of human resource planning or human resource management and organizational performance. Many scholars used different measures and dimensions for HRM and OP thereby making direct comparison of the results of the various findings difficult. Thus we tried to identify and adopt the congruence of opinion among the various researchers.

The apparent neglect of the human resource of the organization may have also contributed to the general decline in production activity and resultant economic recession experienced by Nigeria recently. There are many issues, problems and challenges that confront HRM in Nigeria firms which affect organizational performance.

This study therefore focuses on reviewing and analysing the various human resource management research works with a view to establishing common grounds on the impact of human resource management on organizational performance and make recommendations on how to improve organizational performance of Nigeria firms through the utilization and implementation of appropriate human resource management tools.

1.2 Aims and Objectives of the Study

The aim of this study is to identify, review and evaluate the various human resource planning activities or practices and their impact on organizational performance of firms. Specifically this study seeks to determine the following:

1. Whether firms that do Human resource management outperform those that do not.
2. To what extent does the various Strategic human resource management practices impact on the overall performance of the organization?
3. What are the challenges facing human resource management in Nigerian firms.
4. Recommending Strategic Human resource management actions that will lead to improved organizational performance.

2.0 LITERATURE REVIEW

2.1 concept of human resource management

The human resource of an organization have been described by Onuoha (2007) as manpower or amount of labour, both male and female, available in a country (or an organization) at a particular time. This available manpower was categorized into low-level manpower (unskilled) and high-level manpower (skilled) which include top administrators, managers, professionals, technical and supervisory personnel. Human Resource of an organization can be said to include the physical labour, intellect, technical and professional knowledge of the human beings working together to harmonize the entrepreneurship, capital, land and other equipments and deploy them towards the realization of the organizational goals or meeting a designed need (Onuoha & Ogbulu, 2011).

Human Resource Management as stated by Shermarhon (1999) “involves attracting, developing and maintaining a talented and energetic workforce to support organizational mission, objectives and strategies”. Thus Human Resource Management (HRM) deals with the procurement, training, placement, remuneration, motivation and utilization of the labour, intellect, technical and professional knowledge of men and women to achieve organizational goals.

Human Resource Management involves the application of policies and practices in the fields of organization, design and development, employee resourcing, learning and development, performance and reward, and the provision of services that enhance the wellbeing of employees. These are based on human resource (HR) strategies that are integrated with one another and aligned to the business strategy. Armstrong (2012). The concept of HRM appear to have been fully captured by Imam-Bello (2007) who described HRM as follows:

HRM fundamentally acknowledges that the effective management of people is crucial to corporate success since they are the most important assets of the organization. It follows therefore that organizational success can only be achieved if its personnel policies and procedures are closely linked to corporate objectives and strategic plans....HRM equally encourages working together with a sense of common purpose. It advocates commitment to change, including strategy –induced change that espouses market-focused and customer-centredness...HRM provides a framework for integrating the decisions about the employment and management of people with the business strategy of the organization.

From the foregoing it is clear that one of the major functions of HRM in an organization is finding the appropriate personnel to fill the strategic and operational tasks created in an organization. This will be followed by searching for and procuring the needed human resource or manpower or personnel for the created tasks and inducting or training them to fit into the rudiments of the tasks. Thereafter HRM also involves rewarding, motivating and supervising the procured personnel to perform to the best of their ability in meeting the expectations of the organization until such a time when their services will no longer be required by the organization or they may wish to discharge voluntarily from the organization. The above may be described as the process of HRM which basically involves planning for the types, qualities, knowledge and skills of the people that may be required to make the various segments of the organization to work. This is referred to as Human Resource Planning or manpower or personnel planning (Onuoha & Ogbulu, 2011).

Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning is strategic when it serves as a link between human resource management and the overall strategic plan of an organization. Wikipaedia. Bulla and Scott (1994) defined human resource planning as 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. Reilly (2003) chose the term workforce planning which he defined as: 'A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand'. Another definition of Human Resource Planning by Farook (2007) states that Human Resource Planning involves getting the right number of qualified people into the right job at the right time. Human resource planning includes creating an employer brand, retention strategy, absence management strategy, flexibility strategy, talent management strategy, recruitment and selection strategy. Basically Human resource planning can be defined as the process of analysing an organizations human resource needs and developing plans, policies and systems to satisfy those needs.

2.12 Advantages of HR Planning and Strategic HR Planning Process

The advantages of Human Resource Planning are as follows:

1. Human Resource Planning ensures that the organizations plans towards business expansion, diversification, technological change will be backed by availability of human resources.
2. HRP offsets uncertainty and changes to the maximum possible and enables the society to have right men at the right time and in the right places.
3. It provides for advancement and development of employees through training, development etc.
4. It helps to satisfy the individual needs of the employees for the promotions, transfers, salary enhancement, better benefits etc.
5. It helps to take steps to improve human resource contribution in the form of increased productivity, sales turnover etc.

6. It causes the development of various sources of HR to meet the organizational needs.

Human resource planning is the ongoing process of systematic planning to achieve the best use of an organisation's most valuable asset – its human resources. The planning processes of most best practice organizations not only define what will be accomplished within a given time-frame, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc.) (Wikipedia, 2018).

The Strategic HR Planning Process is made up of the following components: 1. Assessment of the Current HR Capacity 2. Forecasting HR Requirements 3. Gap Analysis 4. Developing HR strategies to support the strategies of the organization. There is need for the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address gaps (e.g., hiring / staffing; learning; career development; succession management; etc.) are then designed, developed and implemented to close the gaps. These strategies and programs are monitored and evaluated on a regular basis to ensure that they are moving the organizations in the desired direction, including closing employee competency gaps, and making needed corrections (Wikipedia, 2018).

2.2 Concept of Organizational Performance

Organizational performance – is a two word phrase. 'Organizational' is the adjective of 'organization.' An organization is an organized group of individuals with a specific purpose while 'Performance' is the process or action of performing a function or task. Thus according to Louise James, a Senior Manager at *Pitcher Partners*: "Organisation performance relates to how successfully an organized group of people with a particular purpose perform a function." *BusinessDictionary.com* defines organizational performance as: "An analysis of a company's performance compared to its goals and objectives."

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance.

The concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept. In the '50s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Georgopoulos & Tannenbaum, 1957: p. 535). Performance evaluation during this time was focused on work, people and organizational structure. Later in the 60s and 70s, organizations have begun to explore new ways to evaluate their performance so performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Yuchtman & Seashore, 1967: p. 379). The years 80s and 90s were marked by the realization that the identification of organizational objectives is more complex than initially considered.

Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, organizational theories that followed supported the idea of an organization that achieves its performance objectives based on the constraints imposed by the limited resources (Lusthaus & Adrien, 1998 after Campbell, 1970). In this context, profit became one of the many indicators of performance. The authors Lebas & Euske (2006: p. 71) provide a set of definitions to illustrate the concept of organizational performance: Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Lebas & Euske 2006 after Kaplan & Norton, 1992). Performance is dynamic, requiring judgment and interpretation.

Performance may be illustrated by using a causal model that describes how current actions may affect future results. Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be understood differently from a person within the organization compared to one from outside). To define the concept of performance is necessary to know its elements characteristic to each area of responsibility. To report an organization's performance level, it is necessary to be able to quantify the results.

Organizational performance can be said to comprise the actual output or results of an organization as measured against its intended or forecasted outputs (or goals and objectives). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes:

- (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and
- (c) shareholder return (total shareholder return, economic value added, etc.).

Business owners and stakeholders of every business organizations are all interested in the performance of the organization. Consequently many organizations have attempted to manage organizational performance using the balanced scorecard methodology developed by Robert Kaplan, where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee stewardship, Organizational performance, Performance measurement systems, Performance improvement, Organizational engineering.

Organizational performance, among other things, determines whether senior management had issued accurate forecasts. In other words, had the directors been too optimistic? The three main areas that comprise Organizational Performance are a. Financial Performance, Market Performance and Shareholders value. Financial performance refers to measuring a company's operations and policies in monetary terms. In other words, in terms of value in dollars, pounds, euros, etc. We can see how good a firm's financial performance by looking at its return on assets [and return on investment](#). We can also gauge its financial performance by measuring value added.

Market performance measures how well a company or product performs in the marketplace. In other words, whether a product's market share has risen, if product upgrades

helped boost sales, etc. When we are talking specifically about a product rather than the whole company, we say 'product market performance.'

Shareholder value performance looks at how much a company enriches its shareholders. In fact, many say it is the ultimate organizational performance measure. Shareholder value maximization and shareholder value model mean the same as shareholder value. Shareholder value may also refer to a company's market capitalization. Believers in the free market capitalist system say that shareholder value should be senior management's top priority.

Generally many research scholars interested in the impact of HRM on OP use a combination of about four dimensions of Organizational performance in their work depending on what they are interested in measuring which may be affected by the size of the company, the industry the company operates in, the aims and objectives of the research.

2.3 Human Resource Planning and Organizational Performance

Most studies of organizational performance define performance as a dependent variable and seek to identify variables that produce variations in performance (March and Sutton 1997). Human Resource Planning is known to be one of those variables that impact on Organizational Performance and is usually considered as the independent variable while studying the relationships between Human Resource planning on Organizational Performance.

Organizations make efforts to achieve performance for the benefits of its stakeholders. In order to achieve performance, firms depend largely on the quality, dedication, skill, expertise and enthusiasm of its employees and managers. This view is supported by Guest (1997) who argues that the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organization, therefore when the right HR policies are introduced, it is expected that it will bring about positive impact on firms performance.

Several researchers have conducted empirical studies on HRM and OP in several parts of the world. Most of those researches including that of Guest (1997) Patterson et al (1997), Purcell et al (2003), Thompson (2003) and West et al (2002) showed that there is a correlation between HRM practice and firms performance. However there seem to be low level of agreement among researchers when it comes to issue of HR effectiveness. Guest and Conway (2011) in support of this assertion found out in their extensive research that three elements must be present to achieve HR effectiveness. These are a. HR practitioners must be present b. the HR practitioners must be effective and c. the must be effectively implemented.

Many scholars have also held the position that organizations that do formal HRM do not necessarily outperform those that do not engage in formal HRM. However other researchers including the work carried out by Stella Nkomo (2006) agree that while statistical test did not indicate significant differences between the performance of firms using formal human resource planning and firms that do not, it was found out that there was an indication of positive change in performance after the initiation of HRP relative to non-users of such systems. We will now proceed to review and analyse previous research works on HRM and OP of Nigerian Firms.

2.4 Review of Selected Works on HRM and OP of Nigerian Firms

Several scholars have carried out empirical research work on the relationship between human resource management and organizational performance of Nigerian firms. The studies covered several sectors like manufacturing, oil and gas, banks, fast food, hospitality industry and construction companies. These studies covered the key sectors of the Nigerian economy and can therefore be said to be a fair representation of the study of HRP and OP of Nigeria firms. We will proceed to discuss selected empirical research studies in various sectors that captured the objective of our study.

Chukwuma (2015) carried out a study titled "Human Resource Management Challenge in Nigeria under a Globalized Economy: A Study of Innoson Vehicles Manufacturing Company Nigeria Limited. The study examined the global challenges in human resource management in Innoson motors Ltd, Nigeria with a total of 630 senior staff employees. The population of the study is the entire 630 staff made up of 600 Nigerians and 30 foreigners.

A 4-point Liker scale-type questionnaire was developed and administered on employees. The descriptive statistics were used to analyze the research questions while the Chi-square was used to test the hypotheses at 5% significant level. The results revealed that Nigerians are predominantly employed into administrative positions while the non-Nigerian are employed to man the technical work in the company. The non-Nigerian staffers in the company are all employed as technical staff, indicating that acquisition of technical know-how is the main reason for employing the foreign staff of the company. The recruitment procedure for Nigerian employees is significantly different from the recruitment procedure for non-Nigerians. Thus the study concluded that there is discrimination in the employment processes in the company, wherein the non-Nigerian staff received better treatment and employment terms than Nigerian staff. It was recommended that the management of hi-tech firms in Nigeria should encourage transfer of technical-know-how to engender development of technological and human capital base in Nigeria. On the job training, in-house knowledge sharing and seminars should be encouraged. The government of Nigeria should give more encouragement to the motor manufacturing industry in Nigeria by sponsoring students of tertiary institutions for Industrial Training (IT) in the company. The management of Innoson must have a harmonised programme and process of recruitment of personnel into the company.

Ameh and Daniel (2016) in their study of the Challenges of Human Resource Management practices in the Nigerian Construction firms administered questionnaire on ninety eight human resource managers and construction professionals in two categories of construction organisations (client organisations involved in housing development and contractor organisations). The aim of the study was to assess the extent to which construction organisations in Nigeria use the various traditional HRM practices to improve the performance of the industry. The study identified the most frequently used Human Resource Management Practices as Recruitment and Selection, Training and Development, Motivation and Labour relations. Their findings reveal that due process was followed in the recruitment process but the selections of desired candidates were often characterised by interferences and competitive work conditions. Furthermore, training and development practices were superficial, involving orienting newly recruited employee on facilities for optimum performance rather than

developing employee job related competences. Provision of appropriate/modern working tools and equipment and provision of incentives and benefits to staff were the prevailing motivation and labour union practices.

Challenges facing human resource management practice in the Nigerian construction industry include high labour turnover, interference at the selection stage, competitive wages and compensation issues among others.

The study found that recruitment and selection practices in the construction organisation are distinctly different from those of the manufacturing and banking industry and centres on selection of skilled and technically competent personnel for organisation general goal. The study also revealed that training practices in the construction organisation sampled is superficial, aimed at orienting the new employee to the organisation and the facilities for optimum performance rather than employee skill development. Furthermore, challenges of HRM practices identified in the study are more of socio-cultural issues, and bothers on influence of political office holders and other influential personalities, government policies with regards to recruitment using federal character policy, wages and compensation policies and employee turnover in search of better condition of service.

Awulosi *et al.*, (2015) carried out an empirical study of SHRM and OP in the Nigeria Oil and Gas sector. The purpose of this paper is to evaluate the effects of strategic human resources management (SHRM) practices on the primary measures as expressed by the Organisational Climate and the secondary measures as expressed by the organizational performance, and to find out the effect of the Organisational Climate on the organizational performance of Nigerian oil and gas companies. To achieve this, a total of 450 questionnaire was administered to a randomly selected senior and management staff of ten (10) Oil and Gas Companies, which have implemented SHRM in Nigeria.

Organizational climate was measured through questionnaire that was developed based on the eight organizational climate dimension proposed by Litwin and stringer (1968). Strategic human resources management (SHRM) practices was measured using six dimensions (strategic HRM alignment, selection system, training and development system, performance appraisal system, compensation system, and career planning system proposed by Abdulkadir (2012). Organizational performance was measured by four variables: profitability, growth, sustainable competitive advantage and customer service dimensions. Data collected was subjected to regression and correlation analysis. Seven hypothesis was formulated and tested. Findings based on the survey revealed that strategic human resources management (SHRM) practices positively affected performance measures in the Nigerian oil and gas companies. The results suggest that, Strategic HRM alignment, training and development, Compensation System, Selection System, and Performance appraisal system are the key SHRM practices that influenced both organizational climate and performance in the Nigerian oil and gas industry. Results also suggest that the relationship between SHRM practices and organizational performance in the Nigerian oil and gas industry is moderately influenced by organizational climate.

Olajide *et al.*, (2014) carried out an empirical study of Human Resource Management and Organizational Performance in Nigeria Firms with focus on Fast food and beverage industry.

Data were collected from a survey of 1,940 firms operating in the food and beverage industries in Nigeria. Data collected were analysed using multiple regression model. Explicitly, the model is specified as: $Y_i = \alpha_i + \beta X_i + \epsilon_i$ (1)

Where Y represents the dependent variable measured by organizational performance and the indices measured are effectiveness, efficiency, development, and innovation. X represents the independent variables of HRM practice such as internal career ladder, employee security, employee voice participation, result oriented performance appraisal, broadly defined jobs, performance based compensation and formal training were measured. α is the intercept while β is the parameter to be estimated and ϵ is the error term. The findings of the study revealed that human resource management (HRM) practices impacted differently on performance measures such as effectiveness, efficiency, development and innovation. While all the human resource management constructs examined for this study were positively related to innovation, formal training system had negative impact on the efficiency of sampled organization. Internal career ladder was also negatively related to effectiveness and efficiency of the sampled organization.

3.0 PROBLEMS, ISSUES AND CHALLENGES OF HRM IN NIGERIA

The primary responsibility of HRM is centred on recruitment and selection, orientation, training, job analysis and evaluation, labour relations and performance appraisal but, some problems and issues have impacted on the performance of these functions by HR practitioners and professionals. Chukwuma (2015) enumerated some of these issues and problems as follows:

i. Productivity Improvement: Poor productivity is likely to create unemployment and inflation, decline in standard of living of the masses, hence all hands must be on deck in search of ways to improve productivity and thus strengthen the economy for the betterment of all parties in employment relations. Modern day HR practice has led to greater output and improves quality of products and thus the trend has encouraged HR practitioners in taking active roles on matter impinging on productivity improvement.

ii. Quota System in Employment: This is very common in public organization where employment in government establishment is expected to reflect the Federal character principle. The HR practitioners have herculean task in ensuring that employment is carried out in the line with the above principle without compromising merits and standards.

iii. Labour Dissatisfaction at Work: This has to do with issues like growing rate of unionization of employees, low morale and alienation from work. Others include labour turnover, brain drain, poor work habits/attitude, industrial conflicts and strikes which are inevitable phenomena in the workplace.

iv. Social Responsibility by the Employers: Since the enterprises operating within some communities have made life unbearable for the populace through water pollution and destruction of other natural resources, the enterprises thus have social responsibility in terms of making contributions to the well-being and development of these communities e.g. Oil

companies in Nigeria provide social amenities to the host communities to avert crises. Some oil companies sponsor sporting activities, give scholarship to brilliant and needy students.

v. *Health and Safety at Work*: The focus is on creating of a work environment which minimizes the like hood of an accident or injury. Akin to this, is job stress which can be as hazardous as an unsafe work place. The modern managers have recognized the dangers of potential personal and organization job stress and have taken interest on ways to reduce the problem through medical attention.

vi. *Quality of Work Life (QWL)*: This term refers to the extent to which employees' personal needs are met through their work e.g. one's QWL improves as one's work meets more and more personal needs. Therefore, it is expected that improvements in QWL will affects the performance of the organization favourably. The HR professionals are known to be taking keen interest on issues that relates to job satisfaction and commitment in their bid to promote Quality of Work Life (QWL).

Ameh and Daniel (2014) studied Challenges Confronting HRM Practices in the Nigeria Construction Firm and sampled opinion of respondents against a total of Thirty-two challenges identified from HRM literature. The thirty- two challenges were grouped under three categories: recruitment and selection, training and development, and motivation and labour relations. The result indicates that the main challenges confronting recruitment and selection practices are competition for globally mobile talents, avoiding high experience labour turnover, reducing the cost per hire, recruiting the right person for a specific position, getting the right candidate for vacancies internally advertised and attracting staff with high reputation from other companies. These challenges relate more to issues of recruitment of desired candidate and employee turnover. These findings are supported by Yaro (2014) study which linked recruitment challenges to primordial issues of ethnicity, nepotism, favoritism among others. The finding is also in line with Madubiko's assertion of 'god fatherism', which limits the selection of desired employee.

The issue of employee turnover as a result of search for better work conditions and other benefits is a big challenge confronting the HRM practice in the Nigeria business organizations. The most appropriate employee may be attracted to the oil and gas companies, banks or academics because of better employment conditions. Challenges confronting training and development practice include; identifying staff skill gap, ensuring adequate training so as not to undermine department effectiveness, and ensuring employees are at their best in times of turbulence among others. Most training takes place on the job site and are horridly done in order not to undermine production and profitability. This account for training inadequacy and contrary to Tabassi and Abu Barkar (2009) suggestion of conducting both short and long term training for employee in location outside the work environment. The appropriate time for training workers is during the period of low activities or while waiting for new jobs.

Furthermore, maintaining employee salary structure, maintaining good salary band among categories of workers, and providing adequate retirement benefits among others were the dominant motivation and labour relation challenges. This may be attributed to the absence of trade unions in construction organisations for collective bargaining. In addition, the growth

in construction SMEs which provides competitive services, coupled with the lowest bidder wins syndrome is an impediment to uniform emolument and compensation in the construction industry. This finding unfortunately, account for the high labour turnover reported in Chan *et al.*, 2011 and McGrath- Champ *et al.*, 2011).

4.0 CONCLUSION AND RECOMMENDATIONS

It is generally agreed by many scholars that the Human Resource is the most important resource of an organization that drives and controls every other resource like capital, technology, infrastructure, customers etc. Thus there is need to put in place proper human resource management practices that will take care and maintain this critical resource of the organization.

Most of the studies carried out showed that there is a relationship between HRM and Organizational performance of Nigeria firms. While there may not be conclusive statistical evidence to show that organizations that adopt formal HRM outperform those that do not, research conducted by some scholars have shown that business organizations in Nigeria witnessed improved performance after initiation of HRP relative to non users of such systems.

Most HRM practices of Nigerian firms are mainly in the area of Recruitment and Selection, Training and Compensation plans. Organizational performance measures emphasise mainly profitability, growth and market share. There are differences in HRM practices of Nigeria business organization depending on the size of the organization, the sector of the economy in which it operates and the level of government regulation operating in the industry or sector. Firms operating in the oil and gas industry have been observed to carry out more corporate social responsibility than their counterparts in the banking sector or food and beverages. Also while recruitment and selection in the banking and hospitality industry may give preference to unmarried beautiful ladies who will attract customers or clients to the organization, Nigeria firms operating in the oil and gas, construction and telecom industry emphasise competence.

There are several issues and challenges confronting HRM practices in Nigeria firms such as how to recruit the desired personnel, turnover of experienced employee, adequate staff training, maintaining good salary band among categories of workers and adequate retirement benefit. Developing the right HRM strategies to contain the above mentioned issues, problems and challenges of HRM practices will ultimately lead to improvement and sustenance of organizational performance of Nigeria firms. We recommend that Nigerian firms should develop and implement merit based recruitment and selection process, provide adequate and regular training of staff, make regular promotions based on periodic performance appraisal of every staff and pay competitive wages and compensation plans depending on the industry or sector in which the company operates. By so doing employee turnover will reduce and the staff will be more committed and better equipped to carry out their duties. This will increase the productivity of employees which will in turn lead to improvement in organizational performance.

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The Moderating Role of Organizational Culture on the Relationship between Intellectual Capital and Sustainable Competitive Advantage

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Abstract: *The study investigated the moderating role of organizational culture on the relationship between Intellectual Capital and Sustainable Competitive Advantage. The population for the study consists of 819 Managers, particularly Branch, Operations and Customer Relationship Managers of Tier One Deposit Money Banks in South-South, Nigeria. Exploratory Factor Analysis (EFA) was used to validate the instrument, and preliminary analysis were performed to check normality, linearity and equality of variance. Using the Krejcie and Morgan's sample size determination formula, copies of questionnaire were administered to a sample size of 262 managers. Data obtained from 250 retrieved and usable copies of the questionnaire were analyzed by means of the Statistical Package for Social Science (SPSS) version 20.0 and Analysis and Moments of Structures (AMOS) version 24.0. The results revealed that organizational culture significantly moderate the relationship between intellectual capital and sustainable competitive advantage. The study recommended that deposit money banks in South-South should strongly consider making available to employees a means to voice concerns anonymously, such as a hotline. This channels will aid in maintaining and improving corporate culture.*

Keywords: *Deposit Money Banks, Intellectual Capital, Organizational Culture, Sustainable Competitive Advantage*

1.0 Introduction

The phrase intellectual capital was first proposed by Galbraith in 1969 and popularized by Stewart in fortune magazine where he tried to introduce it as the amount of employees' knowledge and ability which could strengthen the company's competitiveness (Karmath, 2007). Nahapiet and Ghoshal (1998) define intellectual capital as sum of Awareness and expertise that can be used to provide a competitive advantage. Bontis (1998) defined intellectual capital as a collective knowledge embedded in human beings, organizational routines and relationship networks. Intellectual capital was also recognized as a key determinant of today's growth. It refers to developed economies such as Germany, the United States of America, China and Japan as a result of their competitive human capital advantage, businesses with a significant share of unskilled labor have moved to other parts of the world (Polasek, 2011).

Alderson (2005) suggests that companies should look for distinctive characteristics that differentiate themselves for a long time (i.e. sustainable competitive advantage) from rivals in

the eyes of customers. Sustainable competitive advantage is therefore the ability to deliver superior consumer value on an ongoing or continuous basis, a condition in which rivals cannot easily replicate the value-creating potential of the company (Collis & Montgomery, 2005). However, Barney (2001) aims at creating sustainable competitive advantages when important resources (resources help the company build goods and services), unique (competitors don't have access to them), inimitable (competitors can't easily duplicate them) and necessary (the company owns and can leverage them at will). Acquiring and maintaining sustainable competitive advantage and superior results are a feature of the tools and skills brought to the market (Aaker, 2009; Barney, 2005). Such information networks and skills, resulting from learning processes suggests an increase in response capability through a wider understanding of the environment (Dodgson, 2003; Sinkula, 2004).

Organizational culture refers to different organizational characteristics. They can include performance-oriented culture, long-term jobs, quality improvement (e.g. Rodsutti & Swierczek, 2002), as well as attitudes of workers regarding leadership, communication style, human resource management and working conditions (e.g., Hansen & Wernerfelt, 1989).

There are a few explanations why organizational culture occupies a significant term. Second, it might be important for candidates to consider an organization's culture. We could have a better sense of whether they'd like to work for an organization. Second, an appreciation of an organization's culture will help to train new employees. Thirdly, understanding organizational culture may help leaders to identify possible sources of problems in the organization. Other significance of organizational culture includes: it motivates employees for new innovation, good product quality and creative thinking; responsiveness to customer needs and extraordinary devotion to customer services, it helps to face global competition, changing patterns of technology and environment.

Abbas (2014) examined the moderator role of the corporate culture between business and intellectual capital performance: an empirical study in Iraqi; Gorondutse and Hilman (2016) investigated the Moderating effect of organizational culture on corporate social responsibility (CSR) engagement and the success of SMEs in Nigeria; Tamunomiebi (2018) evaluated The moderating role of organizational culture in relation to ethical management practices and organizational resilience at Tertiary Health Institutions in Bayelsa State, Nigeria;

However, literatures on organizational culture as a moderating variable on the relationship between intellectual capital and sustainable competitive advantage, adoption of structural equation modelling to test the correlation is scant which motivated this study on the moderating effect of organizational culture on intellectual capital and sustainable competitive advantage in deposit money banks in South-South, Nigeria and on managers/executives.

1.1 Statement of the Problem

The environment in which financial transactions take place in the 21st century is a combination of complex socio-, economic, political and technological factors that pose complex challenges for financial institutions worldwide (Tesfayohannes, 2012). This growing complexity has created challenge for Nigerian financial institutions as a study by KPMG (2012), titled 'Confronting Complexity' identified common factors in the Nigerian financial institutions among which are

the increased cost of business; greater number of risks; difficulty in making financial decisions; delay in deals and transactions.

Socio-cultural factors remain an significant component of the financial institutions ' activities in Nigeria as they affect transactions, technology and efficiency (Odekunle, 1989; Olaoye, 2003; Aghalino, 1998; Odetola & Ademola, 1986). Nevertheless, rapid changes in the global banking environment, such as technology, transport, finance, finance, communication, are currently impacting financial institutions that are intrinsically attitudinal and sedentary in Africa in general (Ekeledo & Bewayo, 2009). Similarly, Aldrich and Zimmer (1986) explain the importance of socio-cultural factors in financial institutions ' activities in their transactions, which they say to be socially ingrained. The socio-cultural dimension deals with the structures, traditions, roles and values that exist beyond the individual financial structures and the latter encompasses the subjective nature of culture as demonstrated by the interpretation of the cultural structure components by the individual.

An iceberg can be compared to a cultural structure. The external or conscious as well as the internal or subconscious aspect: where the former is the visible aspect which can be seen, such as behavior and some beliefs, whereas the subconscious aspect includes that unseen part, such as values and norms (Hall, 1976). Similarly, Hofstede (2001) noted that human behaviors, especially those of managers of financial institutions focused on in this analysis, are influenced by socio-cultural experience and other acts that cannot be separated from their socio-cultural background (Bloodgood & Sapienza, 1995).

Wetherly (2011) identified the socio-cultural variables as being all that is not in the economy or political system. It consists of activity set and relationships that include people in their personal and official duties, including population features, age, race, faith, beliefs, personality, lifestyles and associates. Such environmentally related patterns of behaviour lead to the creation of different cultural values in different societies, some of which affect the decision in financial institution.

To help ensure that the culture of a bank aligns with its purpose, core values should be considered carefully, and support the business goals that enable the bank to fulfill its purpose. When set up, the fundamental principles of the bank will be expressed within the organization. Instead of enforcing a bank culture should be instilled. Simple platitudes cannot create a desired community, particularly when acts are inconsistent with the cultural values expressed here. Instead, principles should be continually reinforced and expressed by the actions of senior leaders.

Therefore, this research aims to empirically analyze the moderating effect of organizational culture on the relationship between intellectual capital and the sustainable competitive advantage of deposit money banks in South-South, Nigeria.

1.2 Objectives of the Study

To examine the moderating role of organizational culture on the relationship between intellectual capital and sustainable competitive advantage of deposit money banks in South-South, Nigeria.

1.3 Research Hypothesis

H₀₁: Organizational culture does not significantly moderate the relationship between intellectual capital and sustainable competitive advantage of deposit money banks in South-South, Nigeria.

2.0 Concept of Intellectual Capital

The origins of the 20th century idea of intellectual capital are connected with Taylor and his 1911 book, *The Principles of Scientific Management*, in which he talks about employee expertise, experience and skills (Taylor, 1911). Sometime later, the concept of intellectual property was also present in Chamberlin's (1933) and Robinson's (1933) works, which emphasized that the skills, technological know-how, trademarks, labels, patents, etc. of the company are essential to business success.

The issue of intangible assets, also referred to as intellectual capital in the early 1990s, has gained considerable attention from scholars. They listed its value for organizations of all kinds such as Microsoft, Astra, Rentokil and Oracle (Kim et al., 2010; Ramezan, 2011; Wall, 2005; Chang & Birkett, 2004; Alcaniz et al., 2011; Mouritsen et al., 2001). As a strategy for quantifying the company's intangible assets, Edvinsson and Malone proposed intellectual property for the Swedish financial firm, Skandia (Peppard & Rylander, 2001; Kitts et al., 2001). In five key areas, they established a performance measurement index; economy, human, consumer, process, and renewal. They highlight people's role in organizations and the value of unlocking human potential (Andriessen, 2007). The secret elements of human and systemic capital, according to Skandia's model, when put together, comprise intellectual capital (Bontis, 2001). The value and quality of intellectual resources has been bestowed upon several other studies (Lu et al., 2010). Intellectual capital has become vital to maintaining competitive advantage, organizational success, creativity, superior organizational efficiency, key differentiator operator, improving new product development output, enhancing shareholder value, providing a structure to explain all the tools available to the business and how they communicate in order to generate value, organizational efficiency (Ramezan, 2011; Montequin et al., 2006; Bontis, 1998; Kim & kumar, 2009; Wall, 2005; Beskese, 2007; Joia, 2007; Hsu & Fang, 2009; Tai & Chen, 2009; Lu et al., 2010; Bozbura & Beskese, 2007; Lee, 2010; Peppard & Rylander, 2001; Chen, 2009; Bozbura & Beskese, 2007). Nevertheless, many still do not know the definition of intellectual capital, as it is difficult to quantify directly (Lytras & Pablos, 2009). In other terms, a common definition of IC is not agreed upon (Peppard & Rylander, 2001; Kim et al., 2010; Beattie & Thomson, 2007; Montequin et al., 2006; Meca & Martinez, 2007; Beattie & Thomson, 2007).

2.1 Concept of Sustainable Competitive Advantage

Sustainable competitive advantage is linked to the company's efforts to create and sustain long-term advantages. Three factors influence sustainable competitive advantage: target market size, greater access to capital and consumers, and limitations on competitors' forces. A company should usually build the sustainable competitive advantage whose managers apply their strategy based on features that cannot be easily replicated (Coyne, 1986).

Coyne believes that consumers need to understand the similarities between a company's goods and those of the rivals to establish sustainable competitive advantage. Such disparities may have been generated because of the advantages of the firm which its rivals cannot access (Coyne, 1986). Other researchers have discussed particular resources and skills more specifically that lead to the development of sustainable competitive advantage. For example, Barney (1991) argues that all of the company's resources are not capable of creating Sustainable Competitive Advantage (SCA), and SCA resources must have four characteristics: rareness, importance, impossibility of imitation, and impossibility of substitution. Potential SCA resources are divided into political, physical, legal, human, organizational, intellectual, and logical resources, according to Hunt, Shelby, and Robert Morgan (1995). They think that resource competitive advantage will become a competitive advantage on the marketplace (Hoffman, 2000). Prahalad and Hamel (1990) suggest that businesses match capital and expertise with core competencies in order to effectively build a consistent and special sustainable competitive advantage.

Wang, Han and Liu (2018) explored how distributor and supplier networks can enhance sustainable competitive advantage: evidence from China's paper-making industry. Based on data from 122 matched pairs of suppliers and distributors of a high-pollution and high-resource-consuming industry, the Chinese papermaking industry, our empirical findings show the positive effects of systemic holes on the distributor's sustainable competitive advantage in the distributor and the supplier networks. Furthermore, reciprocal confidence could negatively moderate the relationship between the distributor network's structural holes and the distributor's sustainable competitive advantage, but would positively moderate the relationship between supplier network's structural holes and the distributor's sustainable competitive advantage.

2.2 Concept of Organizational Culture

The study on organizational culture has received a great deal of attention among researchers in many fields of study. Researchers from the resource-based thought school think it's an important explanatory variable of organizational success. Many use this term to describe the organizations' success in introducing new technologies or theory of management. Organizational culture refers to different organizational characteristics. They can include performance-oriented culture, long-term jobs, quality improvement (e.g. Rodsutti & Swierczek, 2002) as well as attitudes of workers regarding leadership, communication style, human resource management, and working conditions (e.g. Hansen & Wernerfelt, 1989).

From the point of view of the anthropologist and organizational researcher, culture is "a collection of cognitions held by members of a social unit and gained by processes of socialisation" (Cooke & Rousseau, 1988). Organizational culture is rooted in the fundamental principles of organisation, which are mostly implicit and seldom addressed (Hofstede, Neuijen, Ohayv & Sanders, 1990). In other words, culture has involved an evolution of the organizational context and is kept collectively by association members, as well as being nuanced enough to resist direct exploitation (Denison, 1996). Awareness in this field could be furthered by new sets of principles originating from well-trained observers (Schein, 1996).

The term culture is defined as a signal of message which is interpreted about how to behave around here. As human beings we are hardwired to adapt and blend into the societies we belong to. This is necessary if we are to be socially accepted, and if we are to keep our job in the case of an employer. Employees gather these planned behavior signals and change their own accordingly. Those who cannot or will not adjust tend to either leave of their own free will or be ejected. Meanwhile, culture can be described as the characteristic way in which work is done in different organizations (Taylor, 2007). There is an increasing need for organization to be responsive and competitive or else culture can react as a liability. This requires that the capability of soft assets (people) and hard (plant) be managed effectively. In addition, Hofstede (1980) describes culture as "collective mind programming that separates members of one group from those of another." The system for cultural values is developed using data from more than 88,000 workers from 72 countries. This leads to the initial identification of four cultural dimensions, which later are expanded to five. The cultural dimensions are as follows: a. Individualism-collectivism — refers to the incorporation of individuals into primary groups, and the degree to which individuals, when in group b, look after themselves. Power gap— the degree to which power imbalance between institutions and individuals is recognized by individuals. c. Avoidance of uncertainty— the rate at which culture feels dissatisfied with lack of order and confusion. d. Masculinity and femininity— the degree to which, in essence, a culture finds the prevailing values to be "male." e. Long-term focus and organization in the short term — value creation where deferred gratification is embraced and order is observed versus a society where immediate satisfaction is desired and results are expected quickly (Ergeneli, Gohar, & Temirbekova, 2007; Hofstede, Neuijen, Ohayv, & Sanders, 1990; Kirkman, Lowe & Gibson, 2006). These five dimensions have been measured using the values survey module (Ergeneli *et al.*, 2007).

2.3 Relationship between Organizational Culture, Intellectual Capital and Sustainable Competitive Advantage

Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) investigated how the organizational culture play a significant role in creativity, and thus in the success of businesses. The writers had interviews with the CEOs at manufacturing firms and a questionnaire sample. They used four organizational dimensions to measure the organizational culture: a) adhocracy, b) hierarchy, c) clan and d) market. They selected 1500 companies in south-eastern Spain with more than 15 employees in each sector. There were analyzed a total of 446 accurate questionnaires. The results have shown that the corporate culture can either enhance innovation and company performance, or can be a barrier for both. That relies on the ideals upheld by the culture of organization. In addition, there has been a positive impact on company creativity for adhocracy society, and a negative relationship between hierarchy culture and innovation. In addition to that, the clan culture and the market culture had no important impact on innovation. The relationship between the four organizational culture dimensions and performance were also inconsistent. The performance was positively influenced by adhocracy and clan culture while hierarchy and market culture had a negative impact on performance. The

writers hypothesized that innovation mediates the link about a common culture of organization, and performance; namely, adhocracy culture.

In another instance Carlos Pinho, Paula Rodrigues, and Dibb (2014) examined the organizational commitment as a mediator between organizational culture and organizational performance in non-profit health organizations. The authors targeted the chief executive officer of 250 non-profit healthcare organizations to answer the questionnaire survey in Portugal. The culture of organization was calculated by a) tribe, b) adhocracy, c) hierarchy, and d) the market. For financial performance assessment, this analysis used gross sales volume; revenue growth; profit / surplus size; and financial equilibrium. While the non-financials were measured through the quality of working environment; increase in donations; rise rate of recipients; and degree of perceived social identity. The result showed that corporate culture is, in general, a vital element for an organization to succeed in the business world. Although there is no relationship between the organizational culture and organizational commitment, organizational culture has a significant effect on organizational performance. In fact, there is no link between organizational engagement and success of the organization. Managers are also expected to recognize the culture of their organization to improve those culture types which promote employee commitment. Finally, working in environments that encourage the particular cultural dimensions of atmosphere, connectedness and cutting-edge programming, with decreasing the constraining aspects of formalization, is required to improve corporate performance.

Yesil and Kaya (2013) used a questionnaire survey to investigate the position of organizational culture on CFP. In Gaziantep, Turkey, the authors collected data from a group of managers to 54 firms. They used four organizational culture dimensions to measure organizational culture: (a) clan, (b) clan, (c) business, and (d) hierarchy; the increase in revenue and the ROA was used to calculate CFP. The findings suggested that there is no connection between the dimensions of organizational culture and the CFP. They revealed there's an indirect effect for the organizational culture on performance.

2.2 Theoretical framework

2.2.1 The Games Theory

This theory focuses on conflict and collaboration and is relevant, as stated by Adeniran and Eqwuonwu (2015), if the actions of many agents are interdependent. Those agents can be people, organizations, businesses, or any combination thereof. Game theory principles provide a vocabulary for formulating, structuring, analyzing, and interpreting strategic situations (Turocy & Stengel, 2001). In game theoretical models, firms are presented as being rational utility maximizers, in the sense that they strive to achieve the most preferred of outcomes subject to prevailing constraints as do their competitors. As a response on risk and uncertainty factors, a rational firm will likely form competitive conjectures and arbitrary calculations of likelihood of its rivals' expectations and behaviour so as to outwit its competitors and its sector optimisation potentials. This theory can be related to market positioning strategies, which are measures applied in organizations to gain an edge over competitors in the battle for control of the minds of their all existing and future customers (Adeniran & Eqwuonwu, 2015).

2.3 Empirical review

Omar, Yusoff and Zaman (2019) studied the effect of organizational learning capability as a mediating variable in the relationship between green intellectual capital and business sustainability: evidence from the manufacturing sector. Therefore, in recent decades, green intellectual capital has increased interest in achieving the objective of business sustainability. Green intellectual capital refers to a new type of innovation and approach with a view to understanding and solving environmental issues. In addition, the role of green intellectual capital in sustainability is best supported by the organizational learning capacity to mediate the relationship between green intellectual capital and sustainability of businesses. The inspiration of this study therefore stems from the above-mentioned facts that the approach to green intellectual capital and business sustainability in Malaysia is still fresh. The hypotheses developed were tested on the basis of data collected to managers of SMEs in Malaysian manufacturing via mail survey. Data collected from 168 managers were analyzed using the Smart PLS 3.0 statistical techniques. Revealed three key results. Second, green systemic capital and green relational capital have a strong connection to the capacity to learn organizationally while green human capital does not. Secondly, there is a significant relationship between organizational learning capacity and company sustainability. Third, organizational learning mediates the relationship between green systemic capital and green relational capital, while green human capital has not. This current research has contributed to the knowledge body where this is the first research to connect green intellectual capital to sustainability of industry. Furthermore, there is no work done on organizational learning capacity as mediating in the relationship between green intellectual capital and sustainability of industry. Ultimately, this paper gives a range of possibilities and limitations.

Intellectual resources and the competitive advantage of selected commercial banks in Anambra State were examined by Nzewi, Eze, Adani, Monene and Ohodah (2019). The study aimed to evaluate the relationship that exists between Intellectual Capital and Competitive Advantage of selected Anambra State commercial banks. Research architecture for the survey was hired. The research population was made up of 100 employees from selected banks. Data were collected using standardized questionnaire on a 5-point Likert scale. Reliability test Cronbach Alpha was used to assess the instrument's degree of internal accuracy. The study was carried out using Simple Regression with Ordinary Least Square System (OLS) at a significance point of 5 per cent. The result showed that there is a positive relationship between human capital and employee creativity and that improvements in the independent variable (Human Resources) accounted for a 95 per cent shift in the dependent variable (Employee Innovativeness). It was concluded that human capital has an effective creative relationship with the employees. Hence, we suggest that companies ought to hire and encourage intellectually capable workers within the company to use their expertise and competencies. In addition, the organizational bottlenecks need to be reduced in order to allow workers to use their strategies and flexibility to conduct other aspects of their work.

Ikon and Ochumba (2019) investigated intellectual capital (IC) and competitive advantage in selected South-East Nigerian pharmaceutical companies. The analysis had adopted a research method for the survey. Population where the analysis was 1120 employees

and sample size 295 employees obtained by using the formula of Taro Yamane. Pearson's coefficient of product moment association has been used in data analysis. Findings suggested that employee productivity in the selected pharmaceutical firms in South-East Nigeria had a major positive relationship with organizational learning ability (cal. $r = 0.793 > \text{crit. } r = 0.138$). The study concluded that intellectual capital plays a major role and significantly impacts the studied firms' competitive advantage, and suggested that the management of the studied firms concentrate on the level of skills of prospective employees when hiring as this would enable them to integrate seamlessly into the company and job and increase their learning ability.

3.0 Methodology

3.1 Research Design

This study utilized the survey design approach. A survey design offers a quantitative or numerical explanation of a population's patterns, behaviors or opinions by analyzing a specimen of that population (Saunders, Lewis & Thornhill, 2009). The choice of descriptive survey design is made because important aspects of variables of interest concerning deposit money banks (DMBs), particularly Tier One banks, are outlined.

3.2 Population of the Study

The population of this study comprised of a complete listing of deposit money banks in Nigeria, particularly those in South-South, Nigeria, which constitutes the sampling Frame. The sampling units were drawn from the sampling frame which is the list of tier one (1) banks in each of the six (6) South-South states (Akwa Ibom, Bayelsa, Cross Rivers, Delta, Edo & Rivers State) of Nigeria. The study population is eight hundred and nineteen (819) representatives of the tier 1 banks focusing on branch, operations and customer relationship managers. According to CBN (2019) cited in Bukola (2019), Nigeria's Tier one (1) banks includes; Access Bank, First Bank, Guaranty Trust Bank, United Bank for Africa and Zenith Bank.

The choice of these tier one (1) banks is because these banks have total assets of 24.6 trillion naira covering more than 50% of the total market share and seem to be highly competitive (CBN, 2019 cited in Bukola, 2019). Thus, the target population of eight hundred and nineteen representatives of managers becomes the sampling frame.

Table 1: Population of the study

S/N	Name	Number of Branches in the six south-south states x 3 managers from each branch (Branch, Operations & Customer Relationship Managers)
1	Access Bank	$72 \times 3 = 216$
2	First Bank of Nigeria Limited	$70 \times 3 = 210$
3	Guaranty Trust Bank	$31 \times 3 = 93$
4	United Bank for Africa	$60 \times 3 = 180$
5	Zenith Bank Plc	$40 \times 3 = 120$
	Total	819

Source: Individual Organizations' Desk

This study utilized judgmental sampling to identify the branch managers, operations managers and customer relationship managers, though the use of the list of Banks in each of the six (6) south-south states of Nigeria. Based on the number of managers identified, the probability simple random sampling is used with the aid of random numbers to ensure each member of the population has equal chance of being selected.

Sample size determination

This study utilized the Krejcie and Morgan's (1970) formula for sample size determination which is thus;

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

Where:

S= required sample size.

X² = the table value of chi-square for 1 degree of freedom at the desired, confidence level (3.841), same as (1.96). (1.96)

N= the population size.

P= the population proportion (assumed to be .50 since this would provide the maximum sample size).

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

Since N = 819

$$S = \frac{3.841 (819) (0.5) (1-0.5)}{0.05^2 (819-1)} + \frac{3.841 (0.5) (1-0.5)}{0.0025}$$

$$= \frac{3.841 (819) (0.5) (0.5)}{0.0025 (818)} + \frac{3.841 (0.5) (0.5)}{0.0025}$$

$$= 786.44475 \div 2.045 + 0.96025$$

$$= 786.44475 \div 3.00525$$

$$= 261.69$$

By approximation, S = 262

3.3 Method of Data Analysis

Inferential Statistics were tested using the Structural Equation Modelling (SEM).

The AMOS (Analysis of Moment Structure) was used in this study. AMOS is one of the popular specialized SEM software programs (Byrne, 2001; 2010; 2012).

4.0 Result and Discussions

A sample size of 262 was determined based on the population of 819, however, a sample size of 262 was adopted, and thus 262 copies of the questionnaire were distributed to the target sample. Retrieval of the copies of questionnaire was achieved manually with the researcher, as well as research assistants, visiting, collecting and collating all copies of the questionnaire; unfortunately, 12 copies of the questionnaire were considered as lost given the absence of the units during the time of questionnaire retrieval, in some cases, due to the inability of the respondents to meet up with the time window stipulated for questionnaire completion. Therefore, the study utilized a representative size of 250 in the analysis.

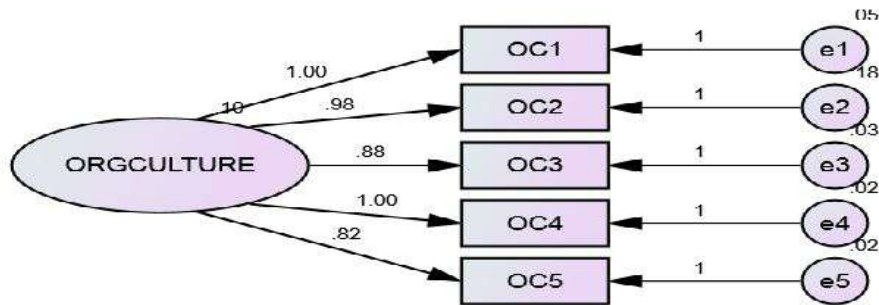


Figure 1: First Order Measurement Model of Organizational Culture

Table 2: First Order Measurement Model Analysis of Organisational Culture

Model	Chi-Square(df), Significance	NFI	TLI	CFI	RMSEA	Variable	Factor Loading Estimates	Error VAR
Organisational Culture	(5df) =192, P<0.000	0.81	0.62	0.81	0.38	OC1	1.0	0.05
						OC2	0.98	0.18
						OC3	0.88	0.03
						OC4	1.00	0.02
						OC5	0.82	0.02

Source: Amos 24.0 output on research data, 2019

The figure 1, depicts the complete specification of the one factor model. The measurement model had no double loading, and it was assumed that all measurement errors were uncorrelated. The model was overidentified with Five degree of freedom (5df). Each of the goodness of fit indices suggested that one factor model fit the data poorly, (chi-square (5df) =192, $p < 0.000$, CFI=0.81, NFI=0.81, TLI=0.62, RMSEA=0.38). The inspection of modification indices showed that adding covariances between the error terms for OC1, OC2, OC3, OC4 & OC5 improved the fit.

Factor loading estimates revealed that the five indicators were strongly related to latent factor organizational culture and were statistically significant. According to Brown (2010), completely standardized factor loadings of 0.3 (or 0.4) and above are commonly used to operationally define a “salient” factor loading. The indicators OC1-OC5 had factor loadings of

1.0, 0.98, 0.88, 1.00 and 0.82 respectively and error variances of 0.05, 0.18, 0.03, 0.02 and 0.02 respectively. The average variance extracted (AVE) from the construct is 0.06. Thus, $AVE=0.06 < 0.5$. All freely estimated standardized parameters were statistically significant. These parameters are consistent with the position that these are reliable indicators of the construct of organizational culture.

The population variance-covariance matrix was analysed using AMOS 24.0, and a maximum likelihood minimization function (factor loadings and error variances are provided in table 2). Goodness of fit was evaluated using the root mean square error of approximation (RMSEA), comparative fit index (CFI), Tucker-Lewis index (TLI), and normed fit index (NFI).

Guided by suggestions provided in Hu and Bentler (1999), acceptable model fit was defined by the following criteria: RMSEA (≤ 0.6), CFI (≥ 0.95), TLI (≥ 0.95), and NFI ≥ 0.95 . Multiple indices they have been used, as they have different information about model fit (i.e absolute fit, parsimony correction and comparative fit). Such indices allow for more reliable and conservative evaluation of solution; when used together. According to Brown (2010), completely standardized factor loadings of 0.3 (or 0.4) and above are commonly used to operationally define a “salient” factor loading.

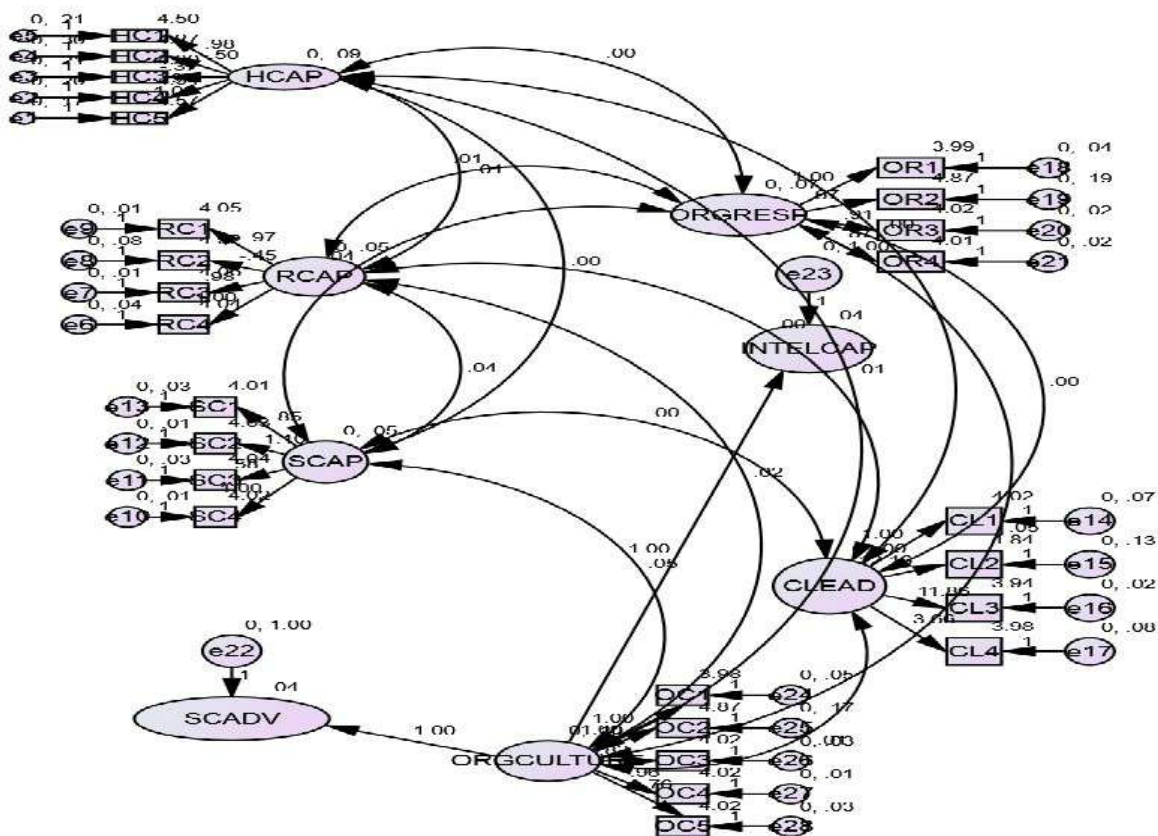


Figure 2: Moderating effect of Organizational Culture on intellectual capital and sustainable competitive advantage of DMBs in Nigeria.

Test of Hypothesis

Table 3: Result of standardized and unstandardized regression estimate of the model.

S/N	Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E	C.R	P	Remark
1	OC→IC	Organizational Culture Vs IC and SCA.	0.72	0.83	0.52	2.07	0.000	Not supported
	OC→SCA (Hypothesis 1)		0.65	0.72	0.71	2.25	0.000	

Source: Amos 24.0 output on research data, 2019

One hypothesized relationship were postulated in the study; all indicated in null form of no relationship. Data in this section is analyzed using the structural model to investigate and ascertain the effect of the moderating variable; on a multivariate basis. The analysis was based on significance criteria of $\beta > 0.3$ (Brown, 2015); $r > 0.7$ (Hair, Hult, Ringle & Sarstedt, 2016) and $p < 0.05$.

Hypothesis One

H₀₁: Organizational culture does not significantly moderate the relationship between intellectual capital and sustainable competitive advantage.

Table 3 illustrates the analysis for the moderating effect of Organizational Culture on intellectual capital and sustainable competitive advantage of DMBs in Nigeria, where $\beta = 1.00$, $r = 0.86$, $0.72 \dots$ and $p = 0.000$. The findings show a positive and significant association between both variables (where $\beta > 0.3$, $r > 0.7$ and $p < 0.05$). Thus, based on the criteria for null hypothetical statement acceptance ($\beta < 0.3$, $r < 0.7$ and $p > 0.05$); or rejection ($\beta > 0.3$, $r > 0.7$ and $p < 0.05$), the null hypothesis is rejected and restate that culture significantly moderates relationship between intellectual capital and sustainable competitive advantage of DMBs in Nigeria. Therefore, Ho1 was not supported.

The result from the analysis reveals culture as having a strong and significant impact on the relationship between intellectual capital and sustainable competitive advantage of deposit money banks in the South-south of Nigeria. Statistically, it shows that organizational culture is a good mediator of the relationship between intellectual capital and sustainable competitive advantage $\beta =$ for $X \rightarrow M = 1.00$; $M \rightarrow Y = 0.72$ and $X \rightarrow Y = 1.00$, $p < 0.005$). The evidence as illustrated in table 3 shows that organizational culture substantially effects and enhances the interaction between intellectual capital and sustainable competitive advantage of deposit money banks in the South-south of Nigeria; thus, the null hypothesis is therefore rejected.

The result for the multivariate analysis presents culture as a significant moderator of the relationship between intellectual capital and sustainable competitive advantage of deposit

money banks in the South-south of Nigeria. The evidence suggests that culture is essential to what degree organizations encourage team work for exchange of opinions and ideas. The result further demonstrates that culture is a major and substantial element of the functionality of the deposit money banks as it provides the platform upon which members of staff feel the bank has a real interest in the welfare and overall satisfaction of its employees. Thus it can be stated that: Culture enhances the impact of intellectual capital on the sustained competitive advantage of deposit money banks in the South-south of Nigeria.

This finding is in line with Ogbonna and Harris (2000) who investigated organizational culture as a mediator between leadership style and success at the company. They collected data from a multi-industry sample from the UK business database registered with FAME. The sample size was 1000 small and large sized companies. The authors used 342 questionnaires which were accurate. The key findings have shown that the relation between the four dimensions of culture and performance is not clear. This finding supports the claim that organizational culture is important for sustainable competitive advantages. This research also conforms to Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) who investigated how the organizational culture take a big part in innovation and hence in company performance. They selected 1500 business employing more than 15 people each company in southeast Spain. A total of 446 valid questionnaires were analyzed. The findings indicated that the organizational culture can either boost the success of innovation and the business, or can be a barrier to both. The authors concluded that creativity mediates the link between one specific type of organizational culture and performance; namely, the culture of adhocracy.

5.0 Conclusion

Based on its findings and the empirical evidence, this study observed that as a moderator in the relationship between intellectual capital and sustainable competitive advantage, organizational culture makes a major contribution. The study affirms that the relationship between intellectual capital and sustainable competitive advantage of deposit money banks in South-South, Nigeria is moderated by organizational culture.

5.1 Theoretical implications and Recommendations

In view of the findings and the position of this study with regards the moderating role of organization culture on the relationship between intellectual capital and sustainable competitive advantage of deposit money banks in the South-South of Nigeria, this study recommends as follows:

- i. Senior bank leaders need to clearly express and reinforce the core principles of the bank in their correspondence to workers, but doing so alone is not enough to keep a culture going. If behaviours at odds with core values are allowed to persist, such communications will not matter. They must exhibit behaviour consistent with the bank's core values.
- ii. Open dialog can be an effective way for management to think about the culture of the bank, and how it helps fulfill the purpose of the bank. Such dialog may also be a way of finding obstacles to value-driven behaviour or values-inconsistent behaviour instances.

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Effect of Total Productive Maintenance Initiative on Organizational Performance of Select Manufacturing Firms in Anambra State

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Abstract: *The study examined the effect of total productive maintenance initiative on organizational performance of select manufacturing firms in Anambra state. The problem of poor maintenance and neglects of equipment was the motivating factor for the research. The objectives of this study were basically to assess the effect of total productive maintenance initiative on organizational performance of select manufacturing firms. The study was anchored on Kanter (1977). theory of Structural Empowerment. The population of the study comprised of the manufacturing firm in Anambra state. A sample size of 100 employees was drawn from the population using purposive sampling of which 75 copies of questionnaires were duly completed and returned showing 75% response rate. Research hypotheses were tested using Analysis of variance (ANOVA) which was carried out with the aid of Statistical Package for Social Science (SPSS) version 23. Findings from the study revealed that total productive maintenance initiative has positive significant effect on organizational performance of select manufacturing firms in Anambra state. In view of the findings, the study therefore, recommends that firms should try as much as possible to include performance measurement index as a determinant of maintenance policy. This way the companies would be doing a lot to salvage the Nigerian business enterprises from chronic problems, which has become a mainstay in the life of the economy.*

Keywords: *Deposit Money Banks, Intellectual Capital, Organizational Culture, Sustainable Competitive Advantage*

INTRODUCTION

i. Background to the Study

TPM (Total Productive Maintenance) is approach for equipment maintenance that endeavors perfect production by reducing the rejection, proper maintenance and availability of equipment and focusing toward no defect. In addition it values a safe working environment with zero accidents. It can be considered as treatment to improve the performance of machines. It emphasizes proactive and preventative maintenance to maximize the operational efficiency of equipment (Vigneshwaran, Maran & Manikandan, 2015).

A cursory look at various infrastructures in a typical Nigerian society and indeed in all the third world nations, including roads, houses, company equipment, vehicles, others, one will

notice dilapidated buildings, abandoned equipment, broken vehicles, deplorable roads, and malfunctioning office equipment (Oseghale, 2018). This state of affairs depicts a society with little regard to or the complete absence of a maintenance and replacement cultures. Looking deeper in more organized companies and corporate organizations, such as General Electric company of USA, Toyota Motors, Coca Cola etc different picture is likely to be observed. Generally, in this contemporary world of global competitiveness, evolving technologies, environmental and safety requirements, sensitivity towards total quality, and with various treats to company's performance (profitability), there is every need for industries to optimize their production system (Nzewi, Chiekiezie and Arachie 2018).

Equally, as a result of manufacturing capabilities by peer companies, there is perceived escalating pressure upon manufacturing organizations to meet customer and corporate insatiable demands and expectations, as well as improving equipment efficiency availability and optimal performance. There has recently been a surge of concentration in maintenance within the business sector (Muyengwa and Marowa, 2015). This led Enofe and Aimenrovbiye (2010) to conclude that product and process flexibility as a means to meet customer demands are vital for today's companies to survive in business considering the competitive environment they operate. To achieve this goal in the face of bracing increased use of automation and mechanization, such as Flexible Manufacturing System (FMS), Just-In-Time (JIT), robot systems in today's industries, availability and efficiency of production equipments becomes a key issue in the manufacturing environment because possible breakdown is more likely to affect costly machine machinery and result to organizational loss, high cost of maintenance overheads, new equipment replacement, cost of breakdown etc production and product quality and invariably, its performance.

Availability notwithstanding comes with other challenges. Speed and accuracy are two scarce virtues that have to be inculcated into the fabrics of every organization. It becomes clear that no manufacturing firm, whether in private or public sector, can experience organisational growth or service indefinitely with such a careless maintenance and replacement attitude become of the high association between maintenance and firm performance.

Hence, there has to be effectiveness, efficiency in branding, high quality products and palatable packaging and these has to be linked with efficient machinery. These challenges come with their own risks and these have to be mitigated. These challenges obviously have a detrimental impact on performance if not handled with tact and urgency. Consequently, for the afore-mentioned challenges to be tackled, organizations have continuously shown a keen interest on investing on maintenance as a solution (Vollmann, Berry, Whybark & Jacobs, 2015).

ii. Theoretical Framework

This theory known as Structural Empowerment theory was propounded by Kanter (1977). Kanter maintained that the behavior of employees and their performance in the organization depend on how empowered and equip they are. Empowerment in this theory means the level of opportunity given to the employees for growth and mobility, the amount of power possessed by employees to access resources and information to carry out their duties as well as the kind of equipment available to them to carry out their function in an organization. This

theory states that when employees are provided with access to information, resources, support and the opportunity to learn and develop, then it can be said that such an organization promotes empowerment (Larkin, Cieplak, Stack, Morrison & Griffith 2008). The rationale for anchoring this study on the theory of Structural Empowerment is because part of the problem that contributed to frequent machine breakdown is probably lack of empowerment and support from the management. The operatives seemed not empowered to carry out simple maintenance activities and to exercise maintenance autonomy.

Wickramasinghe & Asanka (2016) investigate the effect of total productive maintenance (TPM) practices on manufacturing performance of textile and apparel manufacturing firms. A self-administered survey questionnaire was used for data collection. A total of 236 usable responses resulted in a 78 percent response rate from 30 respondents of textile and apparel firms. Correlation and regression analysis was performed using statistical package for social science (SPSS) software to identify the effect of TPM on manufacturing performance. The results show that all the TPM practices have positive and significant relationship with manufacturing performance and significantly improve cost effectiveness, product quality, on-time delivery and volume flexibility.

Kathleem & Roher (2018) investigate the relationship between Total Productive Maintenance (TPM) and manufacturing performance (MP) through Structural Equation Modeling (SEM). They found that TPM has a positive and significant relationship with low cost (as measured by higher inventory turn over), high levels of quality (as measured by higher levels of conformance to specifications), and strong delivery performance (as measured by higher percentage of on-time deliveries and by faster speeds of delivery). The study also revealed that the relationship between TPM and MP can be explained by both direct and indirect relationships. In particular, there is a significant and positive indirect relationship between TPM and MP through Just-In-Time (JIT) practices.

Nzewi, Chiekezie, and Arachie (2016) determine the relationship between Total Productivity Maintenance and the Performance of selected Aluminium Firms in Anambra State. Specifically, this study explored the type of relationship between Maintenance Autonomy and Employee Commitment. The study employed a correlation research design. It was anchored on the Theory of Structural Empowerment. Pearson's Product Moment Correlation Co-efficient was used in analyzing the data. The findings revealed that Maintenance Autonomy has a significant positive relationship with Employee Commitment. The evaluation, therefore advocated that management should empower the operatives by giving them necessary working resources to succeed in the maintenance activity. Effort should be geared towards avoiding stock out syndrome. In addition, state of the art equipment should be provided in order to ensure optimum level of coordination among the various departments in the organizations.

José, Jorge, Avelar-Sosa, IJosé, Juan & Julio (2018) examined the role of managerial commitment and TPM implementation strategies in its productivity benefits. The research proposes a structural equation model to integrate four latent variables: managerial commitment, preventive maintenance, total productive maintenance, and productivity benefits. In addition, these variables are related through six research hypotheses that are validated using collected data from 368 surveys questionnaires administered in the Mexican

manufacturing industry. Consequently, the model is evaluated using partial least squares. The results show that managerial commitment is critical to achieve productivity benefits, while preventive maintenance is indispensable to total preventive maintenance. These results may encourage company's managers to focus on managerial commitment and implement preventive maintenance programs to guarantee the success of total productive maintenance.

Ihueze, and Ebisike (2018) studied the impact of equipment effectiveness, availability and performance through the use of total productive maintenance in Apex Automated Manufacturing Industry, with the objectives of producing goods without reducing product quality, increasing product cost and to produce a low batch quantity of products at the earliest possible time with non defective products. The equipment parameters, such as the availability rate, the performance and the quality rates of the goods produced are consider while optimizing the Equipment Effectiveness (OEE) of a production system. Pareto principle and statistical models of downtimes were used to depict the most downtime factors. This study reported OEE of 22.4% and 23.5% for 2012 and 2013 years respectively in line with the world class recommended OEE is 85%. Pareto analysis showed that plane maintenance and machine failure / breakdown caused about 80% of total downtime. And the management and maintenance group should always target total implementation of TPM to bring the value of OEE to world class standard of 85%.

Krishnamoorthy (2014) studied the impact of total productive maintenance practices on manufacturing performance through secs/gem standard for electronic contract manufacturing companies. To achieve this integration process, a fast-track TPM implementation approach is required by re-engineering the TPM implementation process. The Re-Engineered TPM approach comprises of three TPM pillars (Asset Productivity (AP), Autonomous Maintenance (AM) and Planned Maintenance (PM)) instead of the original eight pillars. Apart from three TPM pillars, also included are SECS/GEM standard, direct and indirect labour utilisation hours, material and overhead cost. Based on the panel data analysis, the Hausman Test revealed that the Fixed Effects model was found to be the optimal model for this study. The result shows that six independent variables were significant, while one independent variable was not. The insignificant independent variable was SECS/GEM standard integration with Autonomous Maintenance. Further analysis was conducted through a qualitative study.

Venkateswaran (2017) examined the advanced methodologies that can be implemented to bring betterment of the process being used and to compute overall equipment effectiveness (OEE) so as to analyze maintenance performance of machine and to understand the quality standards and customer expectations over the products manufactured. The Research design taken for this study was Analytical research. The secondary data were collected from annual company records for the month of July 16 to Dec 16. The various tools used for analysing the data for this research paper is Pareto chart, Histogram, Why- Why analysis, Fish bone diagram, Pie chart. The findings of this research is that OEE (Overall Equipment Effectiveness) has increased due to proper utilization of machine; In-process scrap gets reduced due to development of gauges for measuring the dimension near the machining area and inspection area near the machining center. The suggestion given to the management from this research is Cleaning and Inspection time and machine settings change-over time to be reduced to utilize

the machine as much as possible to meet the production target and to increase the OEE.

Vigneshwaran, Maran, & Manikandan (2015) studied impact of Total Productive Maintenance (TPM). The study explicates the tangible and the intangible benefits achieved as a result of TPM implementation. In the end some concluding observations and directions for future research were stated. The review was done by studying the Total Productive Maintenance papers and identifying the tangible and intangible benefits of Total Productive Maintenance. This literature highlights the Total Productive Maintenance involvement in improving the Overall Equipment Effectiveness as well as employee's morale.

Fadly Hudin, Mustaffa, Rosli, Ong, & Fuzi, (2017) develop propose TPM tool as an important catalyst for continually seek for better maintenance performance and in turn against competitive advantage. By implementing prototype of TPM system, modern manufacturing companies will eliminate waste in operation activities such as to reduce maintenance cost, reduce time monitoring and control's, reduce defect, to reduce lead time, and reduce variation process and also improve quality product and good service for customer satisfaction. The included variables were safety, quality, cost, and performance efficiency. The study found a significant relationship between Total Productive Maintenance (TPM) Tool and manufacturing sector performance in Malaysia.

Sivaram (2017) studied Total Productive Maintenance As a result, organizational leaders have been striving to adopt strategies that would aid in facing the intensified competition. This study reports the literature review which was conducted with the primary objective of identifying the contributions of researchers towards Total Productive Maintenance. This study presents, the origin of researches on Total Productive Maintenance, early contributions of researches on Total Productive Maintenance and Case studies on Total Productive Maintenance. The study indicates that, Total Productive Maintenance is being adopted across many organizations in the world for enhancing the productivity. Presently Total Productive Maintenance is regarded as a world class strategy for maintenance activities.

Prasanth, Poduval, Jagathy Raj & Pramod (2015) examined Total Productive Maintenance Role of Interpretive Structural Modeling and Structural Equation Modelling in analyzing Barriers in its Implementation –A Literature Review on Total Productive Maintenance and the barriers in implementation of Total Productive Maintenance (TPM) were carried out. The study begins with a brief description of TPM and the barriers in implementation of TPM. Interpretive Structural Modeling (ISM) and its role in analyzing the barriers in TPM implementation was examined and explained in brief. Applications of ISM in analyzing issues in various fields are highlighted with special emphasis on TPM. The study moves on to introduce the Structural Equation Modelling (SEM) and its role in validating ISM in analyzing barriers in implementation of TPM. The study concludes with a gap analysis from the current literature, research which can be further carried out and expected its outcomes from the proposed research.

METHODOLOGY

According to (Adams, 2010), research design describes a number of decisions which need to be taken regarding the collection of data even before the data is collected; A schematic guides

which directs a researcher in solving research problem. The research design that was adopted in this study is the survey design, Personal observation, interview and questionnaires were used in this study to seek clarifications and convenience on the part of the respondent given schedules. The study were carried out in the selected manufacturing firms in Anambra state. Due to the large population of the manufacturing firm in Anambra state, the researcher narrowed the study to 5 manufacturing firm such as Transport company of Anambra state, Innoson Nigeria Limited, Kates Association Industries Ltd, Pokobros food and chemical industries Ltd and Louis carter group Ltd. The researcher use purposive sampling method to distributed 20 copies of questionnaire to each of the firms making it a cumulative total of 100 questionnaires.

Two methods of data collection involving quantitative and qualitative method were adopted for this study. The quantitative method makes use of questionnaire and for the qualitative, a semi structural interview was conducted which serves as a supplementary data for the quantitative method which was subject to data analysis. The primary data generated through semi structural interview and questionnaire was collated and presented in the form of tables, frequency distribution and analyzed using the simple percentages. The quantitative data was further analyzed using the statistical package for social sciences (SPSS).

PRESENTATION AND ANALYSIS OF DATA

Survey Response Rate Equation

A total of 100 copies of the questionnaires were administered, out of which 75 were successfully retrieved after careful scrutiny, Twenty-five (25) questionnaires were disqualified because they were ineligible a response rate of 75% was recorded.

Respondents Demographic Variables

Age of Respondents: Interestingly, the respondents were top management in their early thirties and late fifties selected from the firms across the Anambra state Nigeria

Gender Distribution: The gender distribution constitutes a larger chunk in favour of male accounting for about 82.5%, while female account for about 17.5%

Rank: Majority of the respondents representing about 23.6% were B.sc holders while the least where PhD 5.5% and M.Sc 70.9%

Status: majority of the respondents ate married at the time of this study. Married were at 97.6% while single were 2.4

Test of Hypotheses

To further justify the results, ANOVA test was conducted to measure the impact of Total productive maintenance initiative on organizational performance in Anambra state. The results were shown in the ANOVA Table below;

Ho₁: Total productive maintenance initiative has no significant effect organizational performance in Anambra state

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	293.995	4	73.489	241.453	.001
Within Groups	31.428	71	.163		
Total	325.423	75			

Source: SPSS Version 20, 2020

The test table reveal that small significance value (F. sig<.05) indicate group differences. Since the F- value of 241.453 which has a significance of .001 is less than .05 (i.e .001<.05), Total productive maintenance initiative has no significant effect organizational performance in Anambra stat.

From the result of the analysis of the study, it was revealed that Total productive maintenance initiative has direct implications on manufacturing operations. Also aligning with the findings of this study is that of Maletic, Maletic, Al-Najjar and Gomiscek (2014) who carried out a study to examine the role of maintenance in improving company's competitiveness and profitability. Their results suggested that from respondents' points of view, Total productive maintenance practices related to condition based maintenance (CBM) approach represent the highest opportunity for improvement. Also, the most notable empirical results of the study showed that additional profit could be generated at weaving machine, especially if all unplanned stoppages and loss of quality due to decrease in the productivity would be prevented. If all unplanned stoppages are stopped through maintenance, then this will increase machine availability which will in turn boast the performance of the organization

CONCLUSION AND RECOMMENDATION

In concluding, the researcher would like to make a few remarks about the maintenance polices/practices of studied companies as regards organizational performances. Firstly, the researcher would like to remark that the replacement policies and practices fulfil the objective of motivating organization towards superior performance. The researcher would also like to commend the maintenance managers of various studied companies, who have been running their maintenance department on such a high skill even though their companies have not got a fully fledged maintenance department. However, the majority of the studied firms leave much to be desired in administration of maintenance program. If not, why wait for so long before establishing a full fledged maintenance department? Why wait for so long before engaging in capacity development of their maintenance personnel? Why wait for so long before making sufficient funds available for maintenance purposes? Why wait for so long before stopping the use of contractors for maintenance services? All this question and more have been or maybe answered in the course of this research work or further research studies. Finally, the researcher

would like to assert that Nigerians companies are not sensitive to maintenance culture, yet they complain of low productivity. They should try as much as possible to include performance measurement index as a determinant of maintenance policy. This way the companies would be doing a lot to salvage the Nigerian business enterprises from chronic problems, which has become a mainstay in the life of the economy.

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The Effect of Sustainability Accounting Report on Shareholder Value of Quoted Oil and Gas Companies In Nigeria

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Abstract: *The current global concern for sustainability performance and the resultant increased demand for sustainability accounting information to evaluate corporate performance, had propelled the researcher to examine the effect of sustainability accounting report on shareholder value of quoted oil and gas companies in Nigeria. Cross-sectional and ex-post facto research designs were employed for the study. The population of the study was nine quoted companies on 2016/2017 fact book of the Nigerian Stock Exchange (NSE). The study sample was purposively selected to include only those companies that operated both on upstream and downstream sectors of the industry. Secondary data were obtained from the annual corporate reports of the concerned companies and Nigerian Stock Exchange from 2009 to 2018 by content analysis. Data analysis was with aid of E-view software version 7. It involved Autoregressive Distributed Lag (ARDL) bound test, descriptive statistic, model estimations and diagnostic analysis that adopted Augmented Dicky-Fuller Unit root test, error correction model and co-integration as well as multiple regressions. The findings of the study are: that employee training and community development expenditures had positive and significant effect on shareholder value added of the companies. However, the environmental compliance cost has no effect on shareholder value added. Predicated on these findings, it was concluded that sustainability accounting report has significant effect on shareholder value of quoted oil and gas in Nigeria, although the extent depend on the actual practice of the entity. It was recommended that the management of the oil and gas companies in Nigeria should pay adequate attention to the practice of sustainability accounting reporting because it is obvious that investments in sustainability performance which are communicated in sustainability accounting information report do not only increase expenditures but results in shareholder value creation.*

Keywords: *Deposit Sustainability, Accounting, Environmental compliance, Shareholder value added.*

INTRODUCTION

Over the years, experts of financial management had often adjudged that the cardinal objective of corporate financial management was maximizing shareholders wealth. This notion would have been replaced with the current managerial philosophy of stakeholders' expectation and interest. Perhaps, the current managerial philosophy explained why most quoted oil and gas companies in Nigeria are keen at financial value creation pursuit in spite of the dynamic business environment and peculiar risks that characterizes its business operations. Marvin, Natarajin and Robert (2017) affirmed that value is created for customer when satisfaction is derived from quality product or service; value is created for employee when employment

welfare and remuneration are motivating but financial value is created for shareholder by the increase in shareholders wealth represented by a rise in corporate profit or stock price. In contemporary business activities, value is seen as basically being generated from intangible drivers, such as innovation, ideas, people, computer software et cetera. However, the shareholder aspect of value creation gives an insight into financial value creation which is the focus of this study. Largania, Kavianib and Abdollahpour (2012) recognized that financial value creation is virtually guaranteed when a company's return on capital employed exceeds its cost of capital. Conversely, when return on capital employed falls short of the cost of capital, financial value is destroyed. Financial value creation has occupied a pivotal spot on the global business interest, industry competitive position and firm performance scorecard as well as investment decision making basis.

In the light of these, most management team of the oil and gas companies adopt strategic alternatives and harness all corporate resources to achieve commendable financial value for stakeholders' interest. Although in pursuance of the predetermined business objectives, negative externalities are left on the environment and society. Such negative externalities include: environmental issues as degradation and pollution, social matters as hazardous exposures and life threatening risks, human right and employees welfare concerns as well as other related challenges. United Nations Children's Fund (2015) pointed that the environmental impact of oil and gas activity ranges from climate change to macro level oil spills to smaller-scale impacts associated with operation-level pollution and waste. In same manner, Ugochukwu and Ertel (2008) specifically disclosed that oil prospecting and exploration impact negatively on biodiversity and it affect even flora and fauna. Federal Environmental Protection Agency (2003) added that petroleum activities are the major sources of environmental hazardous pollutants in Nigeria. Incidentally, the hazardous phenomenon to the environment and society is not limited oil and gas sector; it flows from other sectors, such as mining, extractive, agricultural, manufacturing, chemical and pharmaceutical, et cetera.

The magnitude of the pollution is also not limited to Nigeria but global in nature. The gravity of the global environmental issues had compelled need for international conferences, National forums and industrial commitments. Such as United Nations General Assembly Commission on Environment and Development that instituted the Brundtland report which produced the guidelines on sustainable development and sustainability; Organization for Economic Co-operation and Development (OECD) which issued a guideline for Multinational Enterprises on environment, European Union in partnership with United Nation had a convention on climate change and global warming, et cetera. These were accompanied by regulatory framework to control the trend of environmental depletion and it associated effects. Some enactments and regulatory guidelines were instituted to mitigate the excesses of the participating companies in oil and gas industry and enforce best practices among international standards to sustain natural existence in the face of corporate industrial activities. Neatly juxtaposed with the regulatory and institutional framework were intensified sensitization for environmental remediation, protection and conservation through responsible behaviour and sustainable performance to

the corporate environment. The oil and gas companies are to justify their legitimate profile through sustainability performance to the polluted environment and communication through sustainability accounting information to stakeholders. In this era of information driven economies, Asuquo, Dada and Onyeogaziru (2018) affirmed that the increased yearnings of investors and other stakeholders for sustainability accounting information disclosure requirements are more voluntary than mandatory and lacks globally accepted standards for reporting. These setbacks negatively influence the comparability quality in accounting information and allowed more gap in information asymmetry by the behavior of creative accounting reports in full disclosure, partial disclosure and failure to disclose (Monoz, Zhao & Yang, 2017). Hence, the need for the study.

Aim, Objectives and Hypotheses of the study

The study examined the effect of sustainability accounting information on the financial value creation of quoted oil and gas companies in Nigeria. Specifically, the following objectives guided the study. It was to:

1. identify the effect of Environmental Compliance Cost on Shareholder Value Added,
2. examine the effect of Community Development Cost on Shareholder Value Added and
3. assess the impact of Employee Training Cost on Shareholder Value Added.

The following hypotheses were tested:

H0₁. Environmental Compliance Cost has no significant effect on Shareholder Value Added.

H0₂. Community Development Cost has no significant effect on Shareholder Value Added.

H0₃. Employee Training Cost has no significant effect on Shareholder Value Added.

LITERATURE REVIEW

STAKEHOLDER THEORY: Stakeholders were portrayed as those groups without whose support the organization would cease to exist. Fontaine, Haarman and Schmid (2006) posit that stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable overtime, business executives must keep the interest of customers, suppliers, employees, communities and shareholders aligned to go in the same direction. Harrison, Freeman and Sa de Abreu (2015) explained that the theory is practical because it spurs all firms to manage stakeholders. It is efficient because stakeholders that are treated well tend to reciprocate with positive attitudes and behaviors towards the organization, such as sharing valuable information, buying more products or services, providing tax breaks or other incentives , providing better financial terms , buying more stock , or working hard and remaining loyal to the organization, even during difficult times. Similarly, Ackermann and Eden (2010) aptly put that the stakeholder theory refutes the

concept of stockholder by recognizing the vast group of interest in the company and requiring the business executives to manage these interests, relationships and trade-offs in aligned direction to create as much value as possible for stakeholders and manage the distribution of the value.

LEGITIMACY THEORY: Legitimacy theory is derived from the concept of organizational legitimacy which has been defined by Dowling and Pfeffer(1975) as a quality of congruence between an organization's action and social values. Tang (2017) observes that legitimacy theory is not only from organizational legitimacy but an idea institutional theory and social contract. Burlea and Popa (2013) identified legitimacy theory as a mechanism that supports organization in developing and implementing voluntary social and environmental disclosures in order to fulfill their social contract that enables the recognition of their objectives and survival in turbulent environment. The critical point which this theory portrays is that several organizations continually seek to ensure that they operate within the bounds and norms of their respective society for possible survival. The Portrayed legitimacy entails the congruency which an organization seeks to establish between social values that associate with their business operation and the norms or acceptable behavioural practices in the larger social system of their location. Bhattacharyya and Agbola (2018) summarily put that corporate legitimacy therefore, focuses on ensuring that the roles of firms are appropriate and meet the needs of society. Given the growing calls from investors and policy makers for voluntary social and environmental disclosures of firm activities to improve confidence in the operation of their businesses, a suitable justification of legitimacy underlie business sustainability performance communicated to stakeholders through accounting information. Although, it was argued by Behram (2015) that corporations often perform what they regard as necessary in order to maintain their image in legitimate business because of social and political pressures. Therefore, these theories was selected to anchor the study because the quoted oil and gas companies whose operation leave behind externalities of diverse environmental and social concerns are guided by regulatory framework and aimed to meet stakeholders' expectations.

Conceptual and empirical reviews

SUSTAINABILITY ACCOUNTING: Sustainability Accounting Standard Board (2013) defined sustainability accounting as consists in defining metrics or indicators both qualitative and quantitative that express a fair representation or "account for" company performance on material sustainability topics, and ensure that reasonable investors have access to the "total mix" of information in their decision making process. A cursory look at the Board's definition of sustainability accounting would identify basic items as indicators of both qualitative and quantitative, fair presentation of material sustainability information to investors for decision making. Sustainability accounting information consists in the financial facts and figures from the financial statements of corporate report. Over the years, the trend of sustainability performance has evolved through reporting structure in various alternative frameworks, overtime as: **Corporate Annual Report, Corporate Social responsibility, Triple Bottom Line**

Reporting, Global Reporting Initiative, International Integrated Reporting Framework, Sustainability Accounting Standards Board which all focused at Economic, Environmental, Social, Governance etc.

Financial Value Creation: The financial value creation constitutes the primary point of interest in the study. This direction of thinking is predicated on the concept that value creation is the increase in shareholders wealth represented by a rise in corporate profit or stock price (Wiley, 2017). Financial value created is suitably assessed through certain conventional metrics, such include: the economic value added (EVA), market value added (MVA), Cash Value Added (CVA), Shareholder Value Added(SVA) total shareholders return (TSR), cash-flow return on investment (CFROI), return on capital employed (ROCE) etc. In practice, companies choose the indicators that show the most interest for the company's needs. However, in this study, the shareholder value added was employed.

SHAREHOLDER VALUE ADDED

Shareholder value added is a notable metric in the field of value based performance management, value based incentive compensation and accounting for value. It is concerned with the measurement or evaluation of the actual worth of stock or portfolio of stocks. According to Largania, Kaviani and Abdollahpour (2012), shareholder value added as a value based performance metric was first published by Alfred Rappaport. In their view, the shareholder value added measures the actual value of investment in stock compared to other investments of same level of risks. The return or value should be higher when compared. Shotter, Dennis, Brummer and Boshoff (1998) clearly differentiated market value from shareholder value. In their views, it important to note that among the corporate financial management objectives is to maximize shareholder value but that is not maximizing the corporate total market value, therefore total market value can increase by raising more capital or debt or ploughing back a high proportion of retain earning. But shareholder value entails the difference in net earnings after tax and cost of capital. According to Laura (2007), the formulae of shareholder value added is expressed as:

$SVA = NOPAT - \text{capital charge}$. Where: SVA = Shareholder value added, NOPAT = Net operating profit after tax plus interest charge or finance cost, Capital charge = weighted average cost of capital (WACC) multiplied by capital employed.

$WACC = \{Equity/(Equity+Debt)*Equity\ cost\} + \{Debt/(Debt + Equity)*Debt\ cost(1-Tax\ Rate)\}$. In this study capital employed was represented in its form as net assets.

Empirical reviews were summarized as shown below.

Authors	Objectives	Methodology	Findings
Koaje, Abubakar, Ibrahim & Adeiza (2019)	Assessed sustainability reporting in relation to financial performance of oil marketing firms in Nigeria(2003-2013).	Longitudinal study design was employed.	total assets as well as total turnover have positive and significant relationship with sustainability information disclosure
Wasara & Ganda (2019)	Evaluated the relationship between corporate sustainability disclosures and financial performance of listed mining companies in Johannesburg	content analysis approach	positive relationship between social disclosures and return on investment of the companies.
Chairina & Hardi (2019)	Effect of sustainability reporting disclosures on companies' financial performance in Indonesia.	Multiple Linear Regression.	environmental and social dimensions had no effect on financial performance.
Jalila & Komathy (2019)	The relationship between sustainability reporting and firm financial performance in Malaysia.	Content analysis approach.	sustainability reporting has positive relationship with financial performance.
De Silva (2019)	Sustainability reporting and its impact on financial performance of Sri Lankan financial sector.	Employed content analysis.	sustainability disclosures have no effect on the financial performance
Yossi (2018)	effect of sustainability disclosures on financial performance and firm value in Indonesia(2013-2015).	Path analysis was employed.	higher sustainability disclosure increase firm value significantly.
Asuquo, Dada & Onyeogaziri (2018)	effect of Sustainability Reporting on Corporate Performance of selected quoted brewery firms in Nigeria(2012-2016)	Analyzed with regression model	environmental performance disclosure and social performance disclosure have no significant effect on return on asset
Whetman(2018)	impact of sustainability reporting on firms' profitability in some sectors of United States of America.	Analysis with a regression model	Sustainability reporting for these firms would be quite beneficial in realizing increases in profitability.
Nnamani, Onyekwelu, & Ugwu (2017)	sustainability accounting and reporting on financial performance of firms in Nigerian Breweries industry.	Analyzed using the ordinary linear regression.	sustainability accounting has positive and significant effect on financial performance.
Loh, Thomas & Wang (2017),	sustainability reporting and firm value of listed companies in Singapore.	Content Analysis	sustainability reporting is positively related to firms' market value

METHODOLOGY

The study employed ex post facto design for a population of Nine(9) listed oil and gas companies on Nigerian Stock Exchange as at 2016/2017 records of the Fact book. Some quoted oil and gas companies were purposively selected to include only those operating on both upstream and downstream sector for a period of ten years resulted in forty (40) study observations. The data for the study were entirely secondary in nature because its design suggested content analysis on historical economic events and business transactions which were reported as sustainability accounting information to justify compliance with sustainability performance. Such were obtained from the annual corporate reports of the listed oil and gas companies in Nigeria for 2009 – 2018. Complementary data were capture from the periodic reports of the Nigerian Stock Exchange on the concerned corporate entities.

Model Specification

The models on the variables are expressed as followed: For Shareholder Value Added(SVA), the functional equation is specified below: $SVA = f(ECC, CDC, ETC).....$ (equ.1)

Where: SVA = Shareholder Value Added, ECC = Environmental Compliance Cost CDC = Community Development Cost, ETC = Employee Training Cost.

For equ.1 is restated in econometric equation as followed:

$$SVA_{it} = \beta_0 + \beta_1 ECC_{it} + \beta_2 CDC_{it} + \beta_3 ETC_{it} + e_t...(\text{equ.2})$$

Where: SVA_{it} = Shareholder Value Added, B_0 = constant, B_{1-3} = coefficient of the independent variables, e_t = Error term

RESULTS AND DISCUSSION

Presentation of Results

The data analysis processes commenced with descriptive statistics as to indicate the structure of the data by its Jacque-Bera probability value and explain the need for unit root test. As a decision rule: The Jacque-Bera probability value which is higher than 0.05 shows that the variable is normally distributed (ie.ETC, ECC and CDC), otherwise it is not normally distributed (ie.SVA.)

Table 1: Shareholder value added (SVA), ETC, ECC and CDC.

	SVA	ETC	ECC	CDC
Mean	-11335978	39563982	21185026	1.49E+08
Median	-2583849.	40994272	17540165	1.33E+08
Maximum	12290553	88364663	47572520	3.74E+08
Minimum	-77443250	6028466.	1621020.	20592125
Std. Dev.	26095650	28189496	13864735	1.24E+08
Skewness	-1.778948	0.211005	0.669787	0.464088
Kurtosis	5.240319	1.988450	2.517617	1.932965
Jarque-Bera	7.365689	0.500552	0.844647	0.833364
Probability	0.025151	0.778586	0.655522	0.659230
Sum	-1.13E+08	3.96E+08	2.12E+08	1.49E+09
Sum Sq. Dev.	6.13E+15	7.15E+15	1.73E+15	1.38E+17
Observations	10	10	10	10

From table 1, the Shareholder value added (SVA) is not normally distributed because the Jarque Bera Probability (0.025) is less than 0.05 while the other variables; ETC, ECC and CDC are normally distributed, since their individual Jarque-Bera probability statistics (0.7785, 0.6555 and 0.6592) are higher than 0.05. This necessitate the unit root test as diagnostic test.

The Unit Root Test: To ascertain the condition of the variables, data are tested for stationarity.

Table 2: Unit Root test of SVA and ETC, ECC, CDC.

Coefficient	Comments
CDC _t : prob=0.6703	I(1)
CDC _{t-1} : prob= 0.0082	1(0)
ECC _t : prob= 0.8980	I(1)
ECC _{t-1} : prob = 0.0173	1(0)
ETC _t : prob= 0.3061	I(1)
ETC _{t-2} : prob= 0.0072	1(0)
SVA _t : prob= 0.1236	I(1)
SVA _{t-1} : prob= 0.0371	1(0)

Tables 2 showed that all variables, except ETC, are stationary at first difference while ETC is stationary at second difference. This necessitated the conduct of bounds tests for co-

integration (Autoregressive Distributed Lag) in order to determine if there is a long term relationship among the variables used in the models.

Table 3: Co-integration test for SVA and ETC,ECC, CDC.

F-Bounds Test		Null Hypothesis: No levels relationship		
Test Statistic	Value	Signif.	I(0)	I(1)
Asymptotic: n=1000				
F-statistic	13.95144	10%	2.72	3.77
K	3	5%	3.23	4.35
		2.5%	3.69	4.89
		1%	4.29	5.61

Source: Eviews

The co-integration analysis above on Tables 3 showed that there are long term relationships in the model. Using the F-statistics, it is clear that the F-statistics value of 13.95144 is greater than the 5% I(0) and I(1) values. The evidences from the above table indicate that there are long term relationships in the model. This necessitated the conduct of Error Correction test of the co-integration tests.

The Error Correction Mechanism

Table 4: Error Correction test for SVA and ETC, ECC, CDC

ARDL Error Correction Regression
 Dependent Variable: D(SVA)
 Selected Model: ARDL(1, 1, 1, 1)
 Case 3: Unrestricted Constant and No Trend
 Date: 12/17/19 Time: 15:59
 Sample: 2009 2018
 Included observations: 9

ECM Regression Case 3: Unrestricted Constant and No Trend				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-19338296	1687966.	0.000000	0.0000
D(CDC)	0.162977	0.005943	27.42223	0.0232
D(ECC)	0.778599	0.064569	-12.05849	0.0527
D(ETC)	-0.764566	0.039825	-19.19812	0.0331
CointEq(-1)*	-1.191280	0.079734	-14.94065	0.0425
R-squared	0.997287	Mean dependent var	-1867524.	

The error correction model on table 4; showed that the long-term relationships of the variables were adjusted in the short run. The speed of adjustment {CointEq(-1)} is 119%. The multiple coefficient of determination is 99%. The f-stat shows that overall, the model is statistically significant.

HYPOTHETICAL TEST

Table 5: Hypotheses test for H_{01} , H_{02} and H_{03}

ARDL Error Correction Regression

Dependent Variable: D(SVA)

Selected Model: ARDL(1, 1, 1, 1)

Case 3: Unrestricted Constant and No Trend

Date: 12/17/19 Time: 15:59

Sample: 2009 2018

Included observations: 9

ECM Regression				
Case 3: Unrestricted Constant and No Trend				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
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D(ETC)	-0.764566	0.039825	-19.19812	0.0331
CointEq(-1)*	-1.191280	0.079734	-14.94065	0.0425
R-squared	0.997287	Mean dependent var		-1867524.
Adjusted R-squared	0.994573	S.D. dependent var		36866518
S.E. of regression	2715870.	Akaike info criterion		32.76730
Sum squared resid	2.95E+13	Schwarz criterion		32.87687
Log likelihood	-142.4529	Hannan-Quinn criter.		32.53085
F-statistic	367.5329	Durbin-Watson stat		3.093964
Prob(F-statistic)	0.000022			

* p-value distribution.

Source: *Eviews*

Decision Rule for null hypotheses test: Reject hypothesis if P-value is less 5%.

H_{01} : Environmental Compliance Cost has no significant effect on Shareholder Value Added of quoted oil and gas companies in Nigeria.

From Table 5, the result indicated a statistical evidence not to reject null hypothesis and sustain that Environmental Compliance Cost has no significant effect on Shareholder value added of quoted oil and gas companies in Nigeria. This is because p-value (0.0527) is higher than 5%.

H₀₂: Employee Training Cost has no significant effect on Shareholder Value Added of quoted oil and gas companies in Nigeria.

The second hypothesis indicated p-value (0.033) as less than conventional level 0.05 which is significant statistics evidence to reject the null hypothesis and retain the alternate hypothesis that Employee Training Cost has significant effect on Shareholder Value Added of quoted oil and gas companies of Nigeria. The result also showed that ETC has a positive and significant relationship with SVA. As ETC increases by a unit, SVA increases by 0.7units and vice versa

H₀₃: Community Development Cost has no significant effect on Shareholder Valued Added of quoted oil and gas companies in Nigeria.

The third hypothesis indicated statistical evidence that p-value (0.0232) is less than conventional level 5%. This implied that we reject the null hypothesis and retain the alternate hypothesis that Community Development Cost has significant effect on Shareholder Value Added of quoted oil and gas companies in Nigeria. It also revealed that there is a positive relationship between CDC and SVA. As CDC increases by a unit, SVA increases by 0.16units and vice versa.

Discussion of findings

The findings of the first hypothesis demonstrated that Environmental compliance cost has no significant effect on the shareholder value added of quoted oil and gas companies in Nigeria. This result justified the findings of Chairina and Hardi (2019) that examined effect of sustainability reporting on financial performance in Indonesia. Similarly, it agreed with the finding of De Silva (2019) concluded that environmental dimension disclosure has no effect on financial performance among firms in Sri Lankan. The second hypothesis revealed that employee training cost has significant effect on shareholder value added of quoted oil and gas companies in Nigeria. The viewpoint lent credence to the finding of Koaje, Abubakar, Ibrahim & Adeiza (2019) who justified with empirical evidence that it has positive and significant effect on financial performance which was measured with Return on Assets and Return on Equity. Also, the last hypothesis held that community development cost has significant effect on the shareholder value added of quoted oil and gas companies in Nigeria. The finding is in consonance with the findings of Nnamani, Onyekunlu and Ugwu (2017) that advanced empirical evidence to demonstrate that it has significant effect on financial performance. The finding also supported the empirical position of Wasara & Ganda (2019) that justified positive relationship between social disclosures and return on investment. These empirical findings are consistent with the direction of our predetermined a priori expectation, except the result on first hypothesis that proved differently. This deviation from a priori expectation stimulated the attribution to the ideas that underlie the legitimacy theory which point at companies operating with the ethical standards and regulatory framework of the society. A deviation from it could influence their reaction and the performance of business. The directions of these findings demonstrated why the multiple coefficient of determination showed that 99% variation in the

shareholder value added is explained by the aggregate change in environmental compliance, employee training and community development in sustainability accounting information; while only 1% of the changes in the criterion variable are explained by other factors among the stochastic errors term. Relevant facts could be extracted from the roles and expectation between management and investors who perceived the challenges of information asymmetry in the stewardship roles of managers. This was juxtaposed with the expectation of stakeholders as was spelt in stakeholder theory who spread their interest around the business.

Conclusion and Recommendation

From the foregoing, the researchers concluded that sustainability accounting report has significant effect on shareholder value of quoted oil and gas in Nigeria. Although, the extent may vary among reporting entities due to certain factors, such as: proliferated applicable disclosure guidelines, disclosure guidelines recommended, actual sustainability practice and regulatory standard for sustainability accounting information which influenced the behaviour of the reporting entities towards reporting inconsistently; by communicating sustainability performance with either full disclosure, partial disclosure or none. The scenario gave impetus to more subjective than objective sustainability accounting information to users' who investment decisions depend on it. Therefore, it is recommended that the management of the oil and gas companies in Nigeria should pay adequate attention at the practice of sustainability accounting reporting because it creates shareholder value. Also, the reporting entities should not limit sustainability accounting information by any circumstances of reporting framework because it is an emerged shareholder value driver.

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Unsustainable Marketing Practices and Environmental Degradation in Niger Delta Region of Nigeria

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Abstract: *This study explored the link between unsustainable marketing practices and environmental degradation in Niger Delta Region of Nigeria. Data were collected through a structured questionnaire from 204 respondents. The collected data were analyzed and the hypotheses were tested with the Spearman Rank Order Correlation Coefficient (ρ) with the aid of SPSS version 21.0. The findings revealed that, unsustainable production process has a significant relationship with carbon emission pollution in the Niger Delta region. The study also found a significant relationship between unsustainable production process and excessive waste in the Niger Delta region. The study equally found a significant relationship between unsustainable packaging and carbon emission pollution in the Niger Delta region. A significant relationship was reported between unsustainable packaging and excessive wastes in the Niger Delta region. There was significant relationship between unsustainable distribution practices and carbon emission pollution in the Niger Delta region. The study also study discovered a significant relationship between unsustainable distribution practices and excessive waste in the Niger Delta region. From the findings, it was concluded that unsustainable production process, packaging and distribution practices have significantly increased the amount of carbon emission and wastes in the Niger Delta region. Based on the above drawn conclusion, it was recommended manufacturing companies in Nigeria especially those in the Niger Delta region should discontinue their unsustainable marketing practices as it would bring the issue of environmental degradation to an everlasting end.*

Keywords: *Unsustainable Marketing Practices, Environmental Degradation, Unsustainable Production Process, Unsustainable packaging, Unsustainable Distribution, Carbon Emission pollution, Excessive Waste.*

Introduction

The issue of unsustainable marketing practices in Nigeria has received much attention in recent times in view of the increasing environmental degradation in the Niger Delta region. There have been several cases of oil spillage, gas flaring, excessive wastes disposal and greenhouse gas emission which causes climate change and global warming. In Niger Delta states such as Rivers and Bayelsa, large amount of black soot have taken over the air, the streets (lands) are filled with excessive wastes and the water have been contaminated oil spills which posed a threat to human health and existence. Excessive dumping of waste has degraded the natural environment and makes it unsuitable for the present and future generations to use to meet their needs. Cheng (2011) stated that excessive waste disposal causes more harm to the ecosystem and limits its capability to support human life. It makes the environment un-conducive and irritating, thereby making it unproductive for the present and future

generations. The continuous degradation of the environment has made life miserable for the people in the Niger Delta region, causing them untold hardship and sufferings.

The major challenge confronting the Federal Government of Nigeria is how to address the issue of environmental degradation in the Niger Delta region. The environment in Niger Delta region has been jeopardized, degraded and polluted following the increasing rate of oil spillage, gas flaring, excessive wastes and Greenhouse Gas Emission (GHG) which caused climate change and global warming. On a daily basis, large amount of carbon emission is released into the air, oil spills have contaminated the water, and wasteful plastics, cardboard, Styrofoam and papers are being dumped on the streets, thereby making the environment unsuitable and unproductive for the present and future generations. Successive governments in Nigeria have established various policies and programmes aimed at addressing the issue of environmental degradation in the Niger Delta. However, despite the policies and programmes initiated by Federal Government, no significant progress has been recorded in terms of reducing the level of environmental degradation in the Niger Delta region. The continuous degradation of the environment in the Niger Delta region has brought untold hardship and sufferings to the people in the region.

Considering the poor state of the environment in the Niger Delta region and its resultant effect on the people, many individuals in the region have doubted the capacity of the federal government to address the root causes of environmental degradation in the region. It is believed that the degradation of the environment in the Niger Delta region is caused by the unsustainable marketing practices of industrial companies in the region. However, there is no empirical evidence to justify this claim as empirical studies that examined the relationship between unsustainable marketing practices and environmental degradation in the Niger Delta region are remarkably absent. It is against this backdrop that this study examines the relationship between unsustainable marketing practices and environmental degradation in the Niger Delta region of Nigeria.

Conceptual Framework

This study is built on the assumptions conceptualized below.

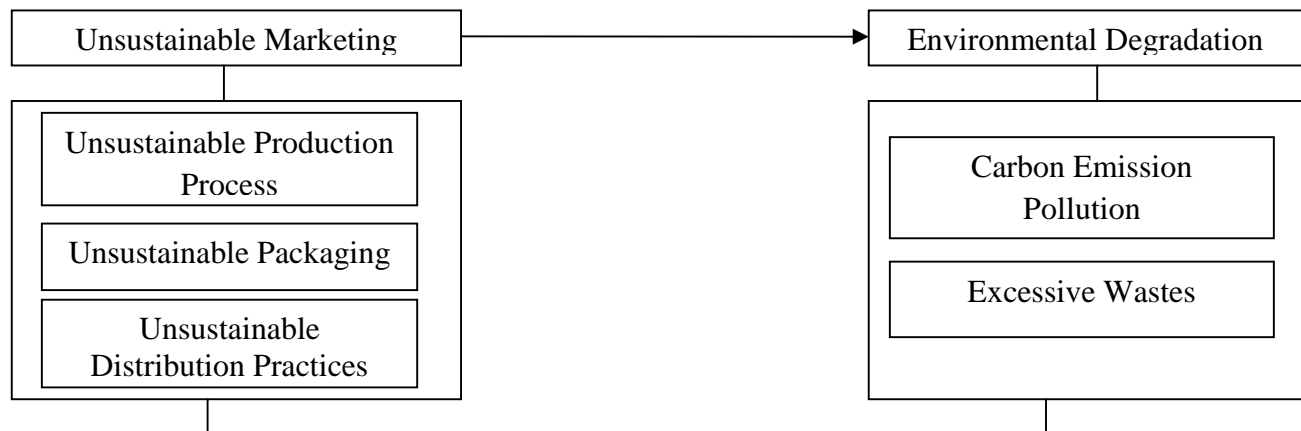


Figure 1: Conceptual Framework of Unsustainable Marketing Practices and Environmental Degradation in the Niger Delta region of Nigeria.

Sources: The study dimensions adapted from Belz and Peattie (2009); Sanchez (2011); Nwokoro and Chima (2017); Claire (2017) while the measures adapted from Ogboru and Anga (2015); Nwokoro & Chima (2017).

Purpose of the Study

The main purpose of the study was to explore the link between unsustainable marketing practices and environmental degradation in the Niger Delta region of Nigeria. The specific objectives were to:

1. ascertain the relationship between unsustainable production process and environmental degradation in the Niger Delta region of Nigeria.
2. explore the relationship between unsustainable packaging and environmental degradation in the Niger Delta region of Nigeria.
3. examine the relationship between unsustainable distribution practices and environmental degradation in the Niger Delta region of Nigeria.

Research Questions

Anchored in the stated objectives, the following pertinent questions were raised.

1. To what extent is the relationship between unsustainable production process and environmental degradation in the Niger Delta region of Nigeria?
2. To what extent is the relationship between unsustainable packaging and environmental degradation in the Niger Delta region of Nigeria?
3. To what extent is the relationship between unsustainable distribution practices and environmental degradation in the Niger Delta region of Nigeria?

Research Hypotheses

The following hypotheses were formulated to guide the study.

- Ho₁: There is no significant relationship between unsustainable production process and carbon emission pollution in the Niger Delta region of Nigeria.
- Ho₂: There is no significant relationship between unsustainable production process and excessive wastes in the Niger Delta region of Nigeria.
- Ho₃: There is no significant relationship between unsustainable packaging and carbon emission pollution in the Niger Delta region.
- Ho₄: There is no significant relationship between unsustainable packaging and excessive wastes in the Niger Delta region.
- Ho₅: There is no significant relationship between unsustainable distribution and carbon emission pollution in the Niger Delta region.
- Ho₆: There is no significant relationship between unsustainable distribution and excessive wastes in the Niger Delta region.

Review of Related Literature

Theoretical Review

This study is anchored on the environmental economic theory which was propounded by Boulding in 1966. The theory states that the eco-system and the natural resources may be depleted in the course of pursuing economic development. The environmental economic theory tends to explain the environmental implications of economic activities. It explains the cost/benefits of human activities. The theory believes that in every given activity, there is always a cost which has to be bared. In this regards, the degradation and depletion of the natural ecosystem (environment) is the cost of engaging in economic activities for human survival (benefits). The environmental economic theory argues that optimal growth can be achieved through an efficient economic system that pays adequate attention to the environment. It tends to explain the need for a balance between economic activity and environmental protection. Pearce in Cheng (2011) observed that our environmental problems have their roots in the failure of the present economic system to maximize our social and human well-being. Environmental economic theory tends to ensure that the eco-systems (environment) are valued as contributors to the human well-being and economic growth.

The environmental economic theory is very relevant in explaining the relationship between unsustainable marketing practices and environmental degradation in the Niger Delta region. The theory believes that environmental degradation is caused as a result of the unsustainable marketing practices of business organizations. It explains why the eco-system and the natural resources are degraded. The theory points accusing fingers to industrial companies that engage in unsustainable marketing activities. It explains that the natural environment is jeopardized in the course of pursuing economic activities that are unsustainable. The environmental economic theory tends to explain the environmental implications of unsustainable marketing activities. It emphasizes the cost/benefits of human activities. The theory believes that in every economic activity whether marketing or production, there is always a cost which has to be bared. In this regards, the degradation of the natural ecosystem (environment) is the cost of engaging in economic activities for human survival (benefits).

Conceptual Review

Concept of Unsustainable Marketing

Unsustainable marketing is a marketing practice that we cannot continue to do because it is harmful to the environment. Garbers, Tan, Gradmann and Srebotnjak (2015) defined unsustainable marketing as a marketing activity that cannot keep going on because it causes damages the environment even though it satisfies needs. El-Hagggar (2007) stated that unsustainable marketing practices are those marketing activities that cannot be sustained or continued because of their negative impact on the environment. Such marketing activities include the design of unsustainable production system or process that release carbon emission into the air, the market of products that consume too much energy which cannot be renewable, a packaging system or material that cannot be recycled, reused or biodegraded, and distribution system that use fossil fuel to pollute the environment. These marketing activities

cannot be continued or sustained because of their negative impact on the environment. If a marketing activity is unsustainable, it means that we can no longer continue with it or prolong it (Little, Lee & Nair, 2019). The reason for not sustaining such marketing activity is because it causes damages to the environment and poses a threat to human health and existence. For instance, when a company set-up a production process that produces what consumers want or need but such production process releases dangerous substance (carbon emission) into the environment and cause health challenges to the people, then such production system cannot be sustained or continued with because it causes damages to the environment.

Unsustainable marketing has gained much criticism from environmentalists and stakeholders who care about the environment. Many environmentalists have called on companies to desist from their unsustainable marketing practices due to the harm or damages it has done to the environment. Yeomans (2015) stated that the increasing environmental pollution and degradation experienced in all parts of the world is caused by unsustainable marketing practices of business organizations. He further stated that unsustainable marketing practices have not only caused damages to the natural ecosystem but have also made it difficult for the people to meet their present needs. Sanchez (2011) argued that companies have degraded the environment with their unsustainable marketing philosophy and this present several health challenges to the people. Unsustainable marketing is a multi-dimensional construct that revolves around unsustainable production process, unsustainable products, unsustainable packaging, unsustainable promotion and unsustainable distribution practices. However, in this study, the focus is on unsustainable production process, unsustainable packaging and unsustainable distribution practices. These dimensions of unsustainable marketing practices are discussed below:

Unsustainable Production Process

Unsustainable production is a production process which focuses on satisfying the needs of the current generation without a guarantee of the same benefits for the next generation (Johnson in Mbonigaba, 2018). It is a production process that is likely to results in a continual decrease in the socio-economic welfare across generations (Garbers et al., 2015). Sanchez (2011) defined unsustainable production process as a manufacturing process that generates large amount of waste and pollution in the environment. Unsustainable production process requires the use of hazardous substances and energy inefficient technology. The use of energy inefficient technology increases power consumption in products and reduces product life-span and machine uptime and machine performance. It leads to higher costs of raw materials, inefficiency in the use of materials and increased environmental pollution (Yeomans, 2015). In the environmental domain, food production becomes unsustainable when the biodiversity (natural environment) that is essential to the social and economic welfare of the next generation is reduced through hazards production processes (Little, Lee & Nair, 2019). For instance, a company may decide to design a production process that might result in deforestation in one setting or lead to the release of greenhouse gas emission into the environment (Mbonigaba, 2018).

Unsustainable Packaging

Unsustainable packaging is the use of packaging materials that are not be recyclable, reusable and biodegradable (Amy, 2014). It involves the use of packaging materials that goes straight to the waste bins and never to be used again. Hanson (2016) stated that unsustainable packaging involves the use of non-biodegradable packaging materials which are dumped in the landfill site which slowly infiltrate the landscapes. A non-biodegradable material is a type of material that air, sunlight, water, and ground soil cannot breakdown (Claire, 2017). Examples of non-biodegradable materials are plastic and expanded polystyrene foam. These non-biodegradable materials account for a large amount of wastes piled in the landfills and they occupy a longer space. They also produce a greenhouse gas emission called methane which experts believed to be the major culprit for the rapid increase in global temperature (Claire, 2017). Apart from the increased temperature which causes sea water levels to rise and global warming, non-biodegradable and recyclable packaging materials cause flooding in the environment because they block the drainage system and prevent free flow of water. Instead of ground water draining out into the sea, water stays inland especially when there is heavy rainfall (Claire, 2017). As water stays inland, insects and pests such as mosquitoes, worms and rodents come to spawn and breed in the waste materials and bring diseases like malaria and fever to the communities around the most affected areas. These materials are also dangerous to marine life as they pollute the water and harm marine life.

Unsustainable packaging materials are found everywhere. Many companies have cultivated the habit of packaging their luxury products with excess materials and inflate the price to match it. For example, cornflakes is wrapped in cellophane and also enclosed in a cardboard box to give the item a sense of class. For this plastic material to decompose it takes a longer time like hundred years to weather and can never fully biodegrades. There is no need using cellophane and cardboard wrappers for individual cornflake. These packaging materials can be discarded and replaced with a wrapper made from plant fibre that covers all the cornflakes and which can quickly decompose into the soil.

Unsustainable Distribution Practices

Unsustainable distribution practices are those distribution activities embarked upon by business entities that produces large amount of carbon emission into the environment (Eberle & von Helmolt, 2010). Belz and Peattie (2009) described unsustainable distribution practices as the neglect of environmental concerns in the whole distribution processes ranging from storage and warehousing, order processing and picking, loadings, transportation, and delivery of goods to the purchaser. These practices increase the amount of fossil fuels and greenhouse gases released into the environment in the process of distribution (Mwaura, Letting, Ithinj & Orwa, 2016). Wu and Dunn in Ochieng, Awino, Njihia and Iraki (2016) stated that shipping of products to customers is the most crucial contributor to environmental degradation. Many companies engage in unsustainable distribution activities by transporting their products using vehicles that rely solely on fuel or diesel which release large amount of toxic chemicals and gases into the atmosphere during transit. When these vehicles are used frequently, they become a menace to

the environment (Ochieng et al., 2016; Eberle & von Helmolt 2010; Imafidon & Etuk 2013; Belz & Peattie, 2009).

Concept of Environmental Degradation

Environmental degradation is the deterioration of the environment through depletion of natural resources (such as water, air and soil), pollution, destruction of ecosystems, extinction of wildlife and habitat destruction. El-Haggar (2007) defined environmental degradation as the exhaustion of the world's natural resources such as land, air, soil and water. Similarly, Onuoha (2008) described environmental degradation as the situation of declining resources of the environment which provide life support systems to every human society. These resources according to Onuoha (2008) include fresh and safe water, fish, arable land, plants, animals, mineral resources and air. These natural resources come in different quantity and quality. Human beings therefore exploit these resources for their survival and in the course of doing so over-exploit and misuse these resources which affects their quantity and quality. When the quantity and quality of these natural resources diminish as a result of human activities, one can say that the environment has been degraded.

Environmental degradation is considered as a crime committed by human beings against nature (Akinwumi, Oyeibisi & Salami, 2001). El-Haggar (2007) argued that over-exploitation of natural resources is more profitable in the short-run due to its cheap means of disposing waste, avoiding the costs of waste treatment and the excluding of social losses in cost calculations; but in the long-run, natural resources will be depleted and the losses will be irreversible (El-Haggar, 2007).

Carbon Emission

Carbon emission or footprint is a measure of the total amount of carbon dioxide (CO₂) and methane (CH₄) emissions of a defined population, system or activity, considering all relevant sources, sinks and storage within the spatial and temporal boundary of the population, system or activity of interest (Wright, Kemp & Williams, 2011). Carbon emission is caused by an individual, organization, product or event expressed as carbon dioxide equivalent. Carbon emission including Greenhouse Gas (GHG) emission can be emitted through land clearance and the production and consumption of food, fuels, manufactured goods, materials, wood, roads, buildings, transportation and other services (Wikipedia, 2017). Most of the greenhouse gas emission emanated from production and consumption of energy via the process of driving car, manufacturing goods or by boiling water using kettle (Jones & Kammen, 2011). They also arise from fuel burned during the process of manufacturing and distribution of goods. Bellassen (2015) stated that an individual or company's carbon footprint can be determined by carrying out a GHG emission assessment or a product life cycle assessment. Once the exact size of the carbon footprint is determined, a plan can be devised to minimize it (Bellassen, 2015).

Carbon emission pollutes the environment and brings about climate change which poses a threat to human health and existence. A report released by the U.S. Environmental Protection Agency (2016) has it that carbon emission which takes the form of carbon dioxide contributes more than 80% of the greenhouse gases emitted in the United States. The carbon dioxide and GHG emission is associated with the burning of fossil fuels such as crude oil, coal and natural

gas. The carbon emission released into the air is harmful to the environment as it does not only bring about climate change but also lead to health challenges. The amount of carbon emission released into the environment can be reduced by using less energy and switching to energy efficient measures (Jones & Kammen, 2011).

Excessive Wastes

Wastes are unwanted materials, substance or objects which are discarded into the environment (Naila, Malik & Naushad, 2007). Waste can take various forms such as solid waste, liquid waste, hazardous waste, radioactive waste amongst others (Ejaz, Akhtar, Nisar & Ali, 2010). Wastes are generated during the process of extracting raw materials, production (processing of the raw materials into finished goods) and consumption of the final products (Bernache, 2003). Excessive wastes in the environment can attract insects and rodents which carry dangerous diseases such as malaria, yellow fever, bacterial diseases amongst others. When these wastes are burned, they produce toxic pollution which is dangerous to human health. Toxic waste materials can contaminate the surface of water, soil and the atmosphere (air) which makes the environment unproductive and unsuitable for farming activities. Waste disposal produces large amount of greenhouse gas emission mostly methane which contributes to global warming and environment degradation (Naila, Malik & Naushad, 2007). Many households and companies burn their plastic wastes to create space for more waste. Bernache (2003) stated that when plastic wastes are burnt, they produce toxic substances like dioxins and the gases that emanated from the burning process cause air pollution which contributes to acid rain while the ashes from burnt waste contain heavy metals and toxic substance which is dangerous to human health and well-being.

Empirical studies have been conducted on unsustainable marketing practices and environmental degradation. For instance, Ogbanga, Amadi and George-Anokwuru (2018) empirically examined environmental degradation as a constraint to sustainable rural entrepreneurship in the Niger Delta region of Nigeria. Their study adopted the cross-sectional survey research where a structured questionnaire was used to collect data from 350 entrepreneurs who own small and medium scale enterprises in the Niger Delta region. The data collected from the respondents were analyzed using percentage and frequency analysis. The result revealed that the sustainability constraints facing rural entrepreneurs in the Niger Delta region include acid rain, water and land pollution, oil spills, gas flaring and coastal flooding and erosion. The study also reported that these sustainability constraints have greatly hindered to economic activities of entrepreneurs in the region. The study equally revealed that the non-environmental factors affecting rural entrepreneurs in the region include infrastructure challenges, funding, insecurity, policy issues, management challenges and socio-cultural factors. Nwokoro and Chima (2017) examined the impact of environmental degradation on agricultural production and poverty in rural Nigeria. Their study highlighted the impact of unsustainable agricultural practices on environmental degradation in the rural areas in Nigeria. The researchers collected their data from rural farmers in the Niger Delta region. After analyzing the data collected for the study, the researchers found out that lack of access to societal resources and inequality in Nigeria has compelled rural people to over exploit the natural resources in the

immediate environment to meet their needs. The study also revealed that this over exploitation of the natural resources in their immediate environment has a negative implication on environmental protection or preservation. The study equally revealed that poverty among the rural populace has prompted agriculturalists to abandon their traditional methods of conserving natural resources for immediate benefits. The study concluded that unsustainable agricultural practices have contributed significantly to environmental degradation.

Ogboru and Anga (2015) investigated the relationship between environmental degradation and sustainable economic development in Nigeria. Their study employed a qualitative research approach. The data collected were analyzed statistically and the findings showed that the increasing rate of environmental degradation in Nigeria. The study also reported that the increasing cases of cancer, tuberculosis and viral diseases occur as a result of the environmental pollution and degradation. The study equally found several cases of flood, erosion, and drastic decline in agricultural produces which occur as a result of environmental degradation. The study however concluded that environmental degradation has continued to pose a great challenge to sustainable economic development in Nigeria.

Duru (2014) examined environmental degradation as a key challenge to sustainable economic development in the Niger Delta region of Nigeria. The study was conducted in Ogoniland where 200 indigenes were sampled using a structured questionnaire. The data collected were analyzed statistically using frequency and percentage analysis, mean and standard deviation. The findings revealed that the environment in Ogoniland has been degraded as a result of the oil exploration and exploitation activities of multinational oil companies in the land. The study also reported that the environmental pollution and degradation has negatively affected the standard of living of the people in Ogoniland. The study concluded that environmental degradation has constituted a setback to sustainable economic development in the Niger Delta region of Nigeria.

Omofonmwan and Osah-Edoh (2008) carried out a study to determine the challenges of environmental problems in Nigeria. Their study adopted the descriptive survey research design and used a structured questionnaire to obtain data from 150 environmentalists in Edo State. After analyzing the data collected, the researchers discovered that the increasing rate of urbanization and deforestation has resulted to environmental degradation. The study also revealed that man's desire to meet their basic needs such as food, shelter and clothing has forced them to embark on economic activities that have to a great extent degraded the environment. The study equally revealed that environmental degradation has constituted a threat to human health and existence.

Gap in Empirical Review

From the empirical literature reviewed, it was observed that a significant number of studies have been conducted on environmental degradation in the Niger Delta region but none of these studies related unsustainable marketing practices (unsustainable production process, unsustainable packaging and unsustainable distribution practices) to measures of environmental degradation (carbon emission pollution and excessive wastes disposal) in the

Niger Delta region. This has created a gap in empirical literature which the present study has filled.

Methodology

This study adopted the correlation survey research design. The target population of this study comprised of all the manufacturing companies in the six states in the Niger Delta region while the accessible population was limited to twenty (20) selected manufacturing companies in two states in the Niger Delta region (Rivers and Bayelsa States). A population of 495 managers and marketers were drawn from the selected manufacturing companies in Rivers and Bayelsa States. A sample size of 221 managers and marketers were used for the study. The sample size was determined using the Taro Yamen's formula. The simple random sampling technique was used in selecting the sample size from the study population. A structured questionnaire was used as the main instrument for data collection. The questionnaire was validated by two research experts in marketing discipline and its reliability was determined using the test-retest method. A total copy of 221 questionnaires was administered to the respondents and 204 copies were completed and retrieved. The data collected were analyzed statistically while the hypotheses were tested using the Spearman Rank Order Correlation Coefficient (ρ) with the aid of the SPSS 21.0 version.

Data Analysis and Results

The results of the correlation analysis carried out on the study variables are presented in tables and interpreted accordingly. The correlation analysis was done using the SPSS software program. Here, the independent variables (unsustainable production process, unsustainable packaging and unsustainable distribution practices) were correlated with the dependent variables (carbon emission pollution and excessive wastes). The results are presented below:

Table 1: Result of correlation analysis between unsustainable production process and carbon emission pollution in the Niger Delta region

			Unsustainable Production Process	Carbon Emission Pollution
Spearman Rank (rho)	Unsustainable Production Process	Correlation Coefficient	1.000	.814*
		Sig. (2 tailed)	.	.001
		N	204	204
	Carbon Emission Pollution	Correlation Coefficient	.814*	1.000
		Sig. (2 tailed)	.001	.
		N	204	204

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 1 presents the result of correlation analysis between unsustainable production process and carbon emission pollution. The result indicates that unsustainable production process is positively correlated to carbon emission pollution ($\rho = .814^*$) and the symbol * signifies that this correlation is significant at 0.05 level. As a result of this, the null hypothesis (H_{01}) is rejected and the alternate hypothesis is accepted. This means that there is significant relationship between unsustainable production process and carbon emission pollution in the Niger Delta region.

Table 2: Result of correlation analysis between unsustainable production process and excessive wastes in the Niger Delta region

			Unsustainable Production Process	Excessive Wastes
Spearman Rank (rho)	Unsustainable Production Process	Correlation Coefficient	1.000	.861*
		Sig. (2 tailed)	.	.002
		N	204	204
	Excessive Waste	Correlation Coefficient	.861*	1.000
		Sig. (2 tailed)	.002	.
		N	204	204

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 2 shows the result of correlation analysis between unsustainable production process and excessive wastes generation in the Niger Delta region. The result revealed that unsustainable production process has a positive correlation with excessive wastes generation ($\rho = .861^*$) and the symbol * indicates that this correlation is significant at 0.05 level. Based on this result, we then reject the null hypothesis (H_{02}) and accept the alternate hypothesis which states that there is significant relationship between unsustainable production process and excessive wastes in the Niger Delta region.

Table 3: Result of correlation analysis between unsustainable packaging and carbon emission pollution in the Niger Delta region

			Unsustainable Packaging	Carbon Emission Pollution
Spearman Rank (rho)	Unsustainable Packaging	Correlation Coefficient	1.000	.743*
		Sig. (2 tailed)	.	.003
		N	204	204
	Carbon Emission Pollution	Correlation Coefficient	.743*	1.000
		Sig. (2 tailed)	.003	.
		N	204	204

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 3 contains the result of correlation analysis between unsustainable packaging and carbon emission pollution in the Niger Delta region. The result indicates that unsustainable packaging is positively correlated to carbon emission pollution ($\rho = .743^*$) and the symbol * implies that this correlation is significant at 0.05 level. Consequently, null hypothesis (H_0) is rejected and the alternate hypothesis is accepted which implies that there is significant relationship between unsustainable packaging and carbon emission pollution in the Niger Delta region.

Table 4: Result of correlation analysis between unsustainable packaging and excessive wastes in the Niger Delta region

			Unsustainable Packaging	Excessive Wastes
Spearman Rank (rho)	Unsustainable Packaging	Correlation Coefficient	1.000	.897*
		Sig. (2 tailed)	.	.004
		N	204	204
	Excessive Wastes	Correlation Coefficient	.897*	1.000
		Sig. (2 tailed)	.004	.
		N	204	204

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 4 presents the result of correlation analysis between unsustainable packaging and excessive wastes in the Niger Delta region. The result revealed that unsustainable packaging has a positive correlation with excessive wastes generation ($\rho = .897^*$) and this correlation is significant at 0.05 level as indicated by the symbol *. Hence, null hypothesis (H_{04}) is rejected and the alternate hypothesis is accepted. This implies that we then accept that there is significant relationship between unsustainable packaging and excessive wastes in the Niger Delta region.

Table 5: Result of correlation analysis between unsustainable distribution practices and carbon emission pollution in the Niger Delta region

			Unsustainable Distribution Practices	Carbon Emission Pollution
Spearman Rank (rho)	Unsustainable Distribution Practices	Correlation Coefficient	1.000	.854*
		Sig. (2 tailed)	.	.005
		N	204	204
	Carbon Emission Pollution	Correlation Coefficient	.854*	1.000
		Sig. (2 tailed)	.005	.
		N	204	204

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 5 shows the result of correlation analysis between unsustainable distribution practices and carbon emission pollution in the Niger Delta region. The result revealed that unsustainable distribution practices are positively correlated to carbon emission pollution ($\rho = .854^*$) and this correlation is significant at 0.05 level as indicated by the symbol *. As a result of this, the null hypothesis (H_{05}) is rejected and the alternate hypothesis is accepted. This means that there is significant relationship between unsustainable distribution practices and carbon emission pollution in the Niger Delta region.

Table 6: Result of correlation analysis between unsustainable distribution practices and excessive wastes in the Niger Delta region

			Unsustainable Distribution Practices	Excessive Wastes
Spearman Rank (rho)	Unsustainable Distribution Practices	Correlation Coefficient	1.000	.810*
		Sig. (2 tailed)	.	.005
		N	204	204
	Excessive Wastes	Correlation Coefficient	.810*	1.000
		Sig. (2 tailed)	.005	.
		N	204	204

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 6 presents the result of correlation analysis between unsustainable distribution practices and excessive wastes in the Niger Delta region. The result revealed that unsustainable distribution practices has a positive correlation with excessive wastes generation ($\rho = .810^*$) and the symbol * indicates that this correlation is significant at 0.05 level. Consequently, the null hypothesis (H_{06}) is rejected and the alternate hypothesis is accepted which implies that there is significant relationship between unsustainable distribution practices and excessive wastes in the Niger Delta region.

Discussion of Findings

Based on the result of the analysis carried out, it was discovered that unsustainable production process has a significant relationship with carbon emission pollution in the Niger Delta region. This finding was derived from the result of the correlation analysis carried out on two variables. The result revealed that unsustainable production process is positively correlated to carbon emission pollution and this correlation is significant at 0.05 levels (See table 1). This finding is supported by Little, Lee & Nair (2019) who noted that unsustainable production has contributed large amount of carbon emission pollution in the Niger Delta region. Yeomans (2015) also supported this finding when they posited that unsustainable production has increased the amount of greenhouse gas emission in many countries.

This study also found a significant relationship between unsustainable production process and excessive waste in the Niger Delta region. This finding was deduced from the result of the correlation analysis carried out on the two variables. The result revealed that unsustainable production process has a positive correlation with excessive wastes generation

and this correlation is significant at 0.05 level (See table 2). This finding is in line with Sanchez (2011) postulation that unsustainable production activities have increased the level of waste generation around the globe. Yeomans (2015) also agreed with this finding when they stated that unsustainable production process has contributed immensely to the increasing volume of wastes found in the landfills and sea.

This study equally found a significant relationship between unsustainable packaging and carbon emission pollution in the Niger Delta region. This finding was obtained from the result of the correlation analysis carried out on the two variables. The result revealed that unsustainable packaging was positively correlated to carbon emission pollution and this correlation was significant at 0.05 level (See table 3). This finding is supported by Amy (2014) who noted that unsustainable packaging materials have increased the level of carbon emission pollution in Nigeria. Bernache (2003) agreed with this finding when they posited that many households burn their packaging materials which cannot be recycled or reused and this burning process releases large amount of greenhouse gas emission which cause climate change and poor health status of the people.

A significant relationship was reported between unsustainable packaging and excessive wastes in the Niger Delta region. This finding emerged from the result of the correlation analysis carried out on the two variables. The result revealed that unsustainable packaging has a positive correlation with excessive wastes generation and this correlation was significant at 0.05 level (See table 4). This finding is in line with Hanson (2016)'s argument that non-biodegradable packaging materials (unsustainable packaging materials) have increased the volume of waste disposed into the environment. Claire (2017) also supported this finding when he posited that non-recyclable plastic containers (non-biodegradable and recyclable packaging materials) have contributed immensely to the large volume of waste found in the landfills, blocking our drainage system and causing flooding and untold hardship to the people.

This study also found a significant relationship between unsustainable distribution practices and carbon emission pollution in the Niger Delta region. This finding was derived from the result of the correlation analysis carried out on the two variables. The result showed that unsustainable distribution practices were positively correlated to carbon emission pollution and this correlation was significant at 0.05 level (See table 5). This finding is supported by Ochieng, Awino, Njihia & Iraki (2016) who noted that many companies engage in unsustainable distribution activities by transporting their products using vehicles that rely solely on fuel or diesel which release large amount of toxic chemicals and gases into the atmosphere during transit. When these vehicles are used frequently, they become a menace to the environment. Imafidon & Etuk (2013) also supported this finding when they stated that smoking vehicles and trucks on our highways cause different forms of pollution to the environment and unhealthy living to the people.

This study discovered a significant relationship between unsustainable distribution practices and excessive waste in the Niger Delta region. This finding was obtained from the result of the correlation analysis carried out on the two variables. The result revealed that unsustainable distribution practices have a positive correlation with excessive wastes generation and this correlation was significant at 0.05 level (See table 6). This finding is

supported by Mwaura, et al (2016) who noted that many vehicles are dumped on the street without any effort on the part of the owners to fix their problems. These vehicles breakdown constitute waste products which litter the environment and make it unsuitable for tourist activities. Imafidon & Etuk (2013) agreed with this finding when they posited that the breakdown of vehicles used in transporting goods litters the environment and contributes to the large volume of wastes found in the landfills.

Conclusion

It is obvious from our robust discussion that the Niger Delta environment has been degraded and polluted. The continuous degradation of the environment constitutes a threat to human health and existence. The large amount of carbon emission released into the air and the increasing volume of wastes brought into the landfills and sea make the environment unsuitable and unproductive for the present and future generations. The continuous degradation of the environment has caused untold hardship to the people in the Niger Delta region. Efforts to address this problem have proved unsuccessful as the unsustainable marketing practices have continued to degrade and pollute the environment in the Niger Delta region. The empirical results of this study clearly showed that unsustainable production process, packaging and distribution practices have significantly increased the amount of carbon emission and wastes in the Niger Delta region. The implication of these findings is that if manufacturing companies did not discontinue their unsustainable marketing practices, it will wipe out the entire generation since the people would not have access to good air, maintain good health status and sustain their means of livelihood.

Recommendations

In line with the findings and conclusion, the following recommendations are made:

- a) That, manufacturing companies in Nigeria especially those in the Niger Delta region should discontinue their unsustainable marketing practices as it would bring the issue of environmental degradation to an everlasting end.
- b) That, manufacturing companies in the Niger Delta region should desist from their current unsustainable production process and adopt a sustainable production process using energy efficient technology as it will help to reduce the level of carbon emission released into the atmosphere.
- c) That, manufacturing companies in the Niger Delta region should switch from their unsustainable packaging system to sustainable packaging as it would not only reduce the amount of wastes brought into the landfills and sea but also reduce the amount of carbon emission released into the air when these wastes are burnt.
- d) That, manufacturing companies in the Niger Delta region should desist from the practice of using smoking vehicles in distribution of their products as this form of unsustainable distribution practice increases the amount of carbon emission released into the atmosphere, causing climate change and acid rain which are dangerous to human health and well-being.

- e) Finally, it is recommended that manufacturing companies in the Niger Delta region should embrace sustainable marketing concept as it would help to prevent or reduce environmental degradation and achieve environmental sustainability in Nigeria.

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Interpersonal Justice and Employee Commitment of Mobile Telecommunication Companies in Port Harcourt

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Abstract: *This study examined the relationship between interpersonal justice and employee commitment in mobile telecommunication in Port Harcourt. A cross sectional survey research design was adopted. The population of the study comprised of 270 (Two Hundred and Seventy) employees of the 5 selected mobile telecommunication companies in Port Harcourt. A sample size of 161 was determined using the Taro Yamane sample size formula. The Cronbach Alpha reliability was used in assessing the reliability of the instrument adopted. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0. The test on the hypotheses showed that there is a significant relationship between interpersonal justice and measures of employee commitment in mobile telecommunication companies in Port Harcourt. The study recommends that management of telecommunication companies should treat their employees with equal respect and fairness to avoid breaches in employees' emotional commitment to their duties.*

Keywords: *Interpersonal Justice, Employee commitment, Affective Commitment Normative Commitment.*

INTRODUCTION

Employees are the subject of decisions virtually every day of their organizational lives (Colquitt, 2001). In organizational settings, justice is not always administered through fair allocation of employment resources, provision of clear and adequate explanations for decisions made and employees are not always treated with dignity and respect during the implementation of policies and procedures (Cohen-Charash & Spector, 2001). Adoption of effective human resource management (HRM) practices in many organizations is often low in the list of management priority (Batti, 2014) because these organizations discourages investment in human resource capacities and staff retention measures due to the nature of their industry, funding constraints and subsequent short term employment practices. This in turn leads to negative justice perceptions and commitment. (Padaki, 2007). Many contemporary writings on organizations emphasize the importance of core values to the organization (Collins & Porras, 1997). Justice in terms of fair treatment of employees is identified as one of those values and fairness as one of the fundamental bases of cooperative action in organizations (Cropanzano, Bowen & Gilliland, 2007).

Commitment to an organization which is in the literature referred to as organizational commitment is the bond employees experience with their organization (Folger & Cropanzano, 1998). Employees who are committed to their organization generally feel a connection with the organization, feel that they fit in it, feel they understand it and are committed to the goals of

the organization (Cohen *et al.*, 2001). The added value of such employees is that they tend to be more determined in their work, they contribute relatively to high productivity and are more proactive in offering their support (Konovsky, 2000). Meyer & Allen (1997) conceptualized employee commitment (organizational commitment) in three dimensions namely affective, continuance and normative commitments.

Justice perceptions can influence employee attitudes and behaviour for good or ill, in turn having a positive or negative impact on individual, group and the entire organization's performance and success (Baldwin, 2006). Empirical evidence supports the notion that an employee's perception of organizational justice affects their attitude toward the organization (Konovsky, 2000). If the perception of organizational justice is positive, individuals tend to be more satisfied and committed to their job (McFarlin & Sweeney, 1992).

Employees who perceive organizational decisions and procedures, treatment by others and informational basis of decision making as unfair are known to be less committed to the organization (Baldwin, 2006). They engross themselves with and engage in negative or unproductive psychological and physical withdrawal behaviour. Psychological withdrawal consists of actions that provide a mental escape from the work environment. It is manifested through such actions as daydreaming, socializing, looking busy, moonlighting and cyber loafing. Physical withdrawal behaviour consists of actions that provide a physical escape, whether short term or long term, from the work environment. These include tardiness, long breaks, missing targets, deadlines, meetings, absenteeism and quitting (Skarlicki & Folger, 1997). The purpose of this study is to examine the relationship between interpersonal justice and employee commitment of mobile telecommunication companies in Port Harcourt.

Several empirical studies have been conducted that have examined the relationship between organizational justice and employee commitment in different countries. Gulluce, Ozer and Erkilic (2015) examined the relationship between organizational commitment and organizational justice perceptions of employees working in private healthcare institutions in Van province found that distributive justice has a statistically significant correlation with commitment of the healthcare employees. This study concluded that the most important ways to increase the commitment of employees is for the executives to be fair to their employees. For this reason, it is possible to increase their commitment through the development of their justice perceptions towards the management (Gulluce, *et. al.*, 2015). Other studies were conducted in advanced countries hence a gap exists which this study addresses by examining the relationship between organizational justice and employee commitment in the mobile telecommunication companies in Port Harcourt.

The study was also guided by the following research questions:

- i. What is the relationship between interpersonal justice and affective commitment of employees in the mobile telecommunication companies in Port Harcourt?
- ii. What is the relationship between interpersonal justice and normative commitment of employees in the mobile telecommunication companies in Port Harcourt?
- iii. What is the relationship between interpersonal justice and continuance commitment of employees in the mobile telecommunication companies in Port Harcourt?

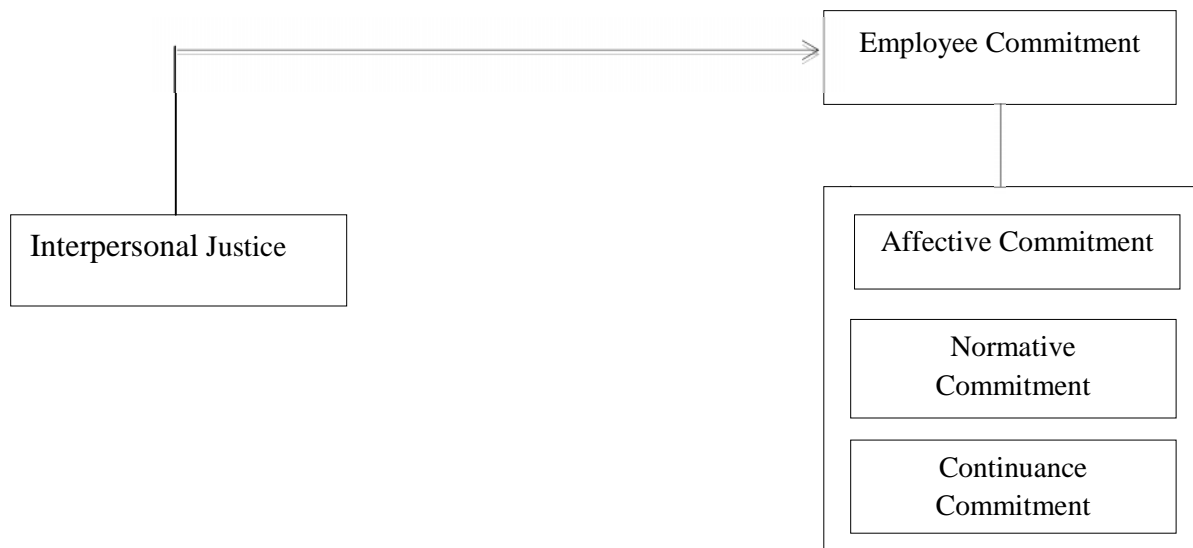


Figure 1: Conceptual framework of interpersonal justice and employee commitment.

Source: Desk Research, 2019

LITERATURE REVIEW

Theoretical Foundation

Justice Judgment Theory

According to Leventhal (1980), individuals attempt to make fair allocation decisions by applying several possible allocation rules to the situations they confront. In his justice judgment theory, Leventhal describes how people proactively employ justice norms to rationalize administrative decision-making in resource allocation and introduces six measures of procedural justice. These include consistency across people and time, free from bias, accuracy of information used in decision making, existence of some mechanism to correct flawed decisions, conforming to standards of ethics and morality and inclusion of opinion of various groups involved in the decision process.

According to the model, individuals evaluate allocation procedures used by decision makers based on the situation, in effect proactively employing various justice norms such as equity, needs, and equality (Leventhal, 1980). Skarlicki and Folger (1997), explain the consequences of procedural justice. They argue that individuals accept responsibility for their problems if they perceive that fair procedures were used to arrive at decision outcomes. However, if they perceive that procedures used by the organization are unfair, individuals may show anger and resentment and consequently enter into retaliating behaviours. According to Cropanzano *et al.* (2001), employee perceptions of fairness in treatment and procedures enhance their commitment and desirability of long term ongoing relationship with the

organization. Also, procedural justice is expected to increase perceptions of organizational support, which, in turn, increase organizational commitment (Cropanzano *et al.*, 2001).

Interpersonal Justice

Interpersonal justice is a compliment of procedural justice (Aydin & Kepenekci, 2008). Interpersonal justice focuses on the aspects of interpersonal and group communication (Mirmohamdi & Marefat, 2014) where certain behaviors are recognized as fair whereas other behaviors are considered as inappropriate and unfair. According to Greenberg and Beron (2008) interpersonal justice means people's perceptions of the fairness of the manner in which they are treated by others, especially those in authority. Interpersonal justice as argued by Colquitt *et al.* (2001) is the degree to which people are treated with politeness, dignity, and respect by authority figures involved in executing procedures or determining outcomes.

The decision maker treatment in an organization is very important for those affected by such decision. Decision makers should give respect to others, be truthful, courteous, and ready to give reasonable explanation of their decision and open a two way communication (Greenberg & Colquitt, 2005). According to Greenberg and Colquitt (2005), if the supervisor of an employee explained the situation and reason of say a layoff of that employee in a careful and sensitive manner, it resulted in positive feeling in the mind of the leaving employee, who considered layoff as fair and would not sue that organization for wrongful termination. This explains the importance of interpersonal justice, the way one is treated in the organization by authority figures is necessary for the goodwill of the organization.

The experience of interpersonal justice can alter reactions to decision outcomes, because sensitivity can make people feel better about an unfavorable outcome (Mohamed, 2014). Mohamed noted that interpersonal treatment includes interpersonal communication, truthfulness, respect, propriety of questions, justification, honesty, courtesy, timely feedback, and respect for rights.

Chuang, Lee and Shen (2014) conducted a study on multilevel perspective on the relationship between interpersonal justice and negative feedback-seeking, data involving 690 employees showed that individual-level interpersonal justice was related to employee negative feedback-seeking behaviour. Negative feedback-seeking behaviour refers to an effort to obtain information about inadequacies in work behavior and work performance (Chen, Lam, & Zhong, 2007). The finding of this study is consistent with the justice literature, which has found that interpersonal justice is associated with supervisor-related outcomes (Colquitt *et al.*, 2001).

Employee Commitment

Employee commitment is an important aspect in human resource management literature. It refers to the state in which employees sense loyalty with their respective organization and align themselves with organizational goals and objectives (Lambert, Hogan & Griffin, 2007). The success of an organization depends on the commitment of employees toward the organization. Herman and Armanu (2013) argue that commitment towards an organization is more than just a formal membership but rather it encompasses the attitude to the organization and a willingness to pursue all things for the sake of the organization. Employee commitment helps managers in programming, improving job performances and in decreasing frequency of absenteeism from duty (Somayyeh, Mohsen & Zahed, 2013). On the other hand, having a

committed staff provides a background for improvement and expansion of the organization, while the personnel with little or no commitment to the organization remain indifferent towards the goals and overall success of the organization (Somayyeh, Mohsen, & Zahed, 2013).

Measures of Employee Commitment

Affective Commitment

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with his or her organization (Aydin, Sarier & Uysal, 2011). It is the positive emotional attachment that employees feel for the organization because they see their goals and values to be congruent with those of the organization. Meyer and Allen (1997), note that employees retain membership out of choice and this is their commitment to the organization. Employees, who are affectively committed, strongly identify with the goals of the organization and desire to remain a part of the organization. These employees commit to the organization because they want to (Aydin, Sarier & Uysal, 2011). The concept of affective commitment is linked to the idea that strongly committed persons identify with, are involved in, and enjoy membership in an organization (Meyer & Allen, 1997).

Normative Commitment

Normative commitment is the commitment that people believe they have to the organization or their feeling of obligation to their workplace. It refers to the employee's feeling of duty, loyalty or obligation to the organization (Wasti, 2003). These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization (Aydin, Sarier & Uysal, 2011). In normative commitment an individual is willing to stay within an organization and contribute to an organization to correspond with a group norm (Dixit & Bhati, 2012).

Interpersonal Justice and Employee Commitment

Interpersonal justice focuses on the aspects of interpersonal and group communication (Mirmohamdi & Marefat, 2014) where certain behaviors are recognized as fair whereas other behaviors are considered as inappropriate and unfair. According to Greenberg and Beron (2008) interpersonal justice means people's perceptions of the fairness of the manner in which they are treated by others, especially those in authority. Interpersonal justice as argued by Colquitt *et al.* (2001) is the degree to which people are treated with politeness, dignity, and respect by authority figures involved in executing procedures or determining outcomes.

Greenberg's (2010) work on interpersonal justice, focused on the manner of communication and treatment of supervisor to his subordinate and how this affected resource allocation and decision making within the organization, while informational looks at honesty, and timely explanation and justification on the resource allocation and procedure in deciding the allocation proportion. Therefore, interpersonal justice evolved from interactional justice. Some researchers such as Choi (2011); Georgalis, Samaratunge, Kimberley and Lu (2014), and Tam (1998) focused in interpersonal justice that also considered the manner of persons being treated by supervisors and thereafter evaluated informational fairness separately.

Interpersonal fairness perceptions have been shown to affect individuals' attitudes and behaviours (Cropanzano & Greenberg, 1997). Verbal and passive forms of aggression, such as yelling, bullying, and humiliation have a negative impact on peoples' perceived justice, (Gurbuz & Mert, 2009). Interpersonal justice therefore demonstrates the extent to which people are treated with graciousness, poise and esteem by those involved in the execution of procedures or outcome determination (Colquitt, 2001).

Research has shown that people experiencing positive interpersonal fairness treatment tend to accept unpleasant outcomes as being fair and hold positive feelings about their supervisors (Cohen- Charash & Spector, 2001). Importantly, such individuals are less inclined to sue their former employers on the grounds of wrongful termination than those who believe they were treated in an opposite manner (Greenberg, 1987). An empirical study by Skarlicki and Latham (1996) found that when union leaders were trained to behave more justly by providing explanations and apologies and treating people they were overseeing with courtesy and respect, the individuals who reported to the trained leaders were more supportive and cooperative than individuals working under untrained union leaders. In his empirical study (Greenberg, 1993) found that pay cut decisions were accompanied by lower rates of company theft and turnover when they were explained in details and in a respectful way. Taxpayers were found to be more compliant with tax laws when they felt they were treated fairly and respectfully by the tax authority (Wenzel, 2006).

Additionally, Hamlett (2014) had reported that the interpersonal model could make up the shortcoming of the gap of distributive justice and procedural justice. One possible scenario that could demonstrate how interpersonal justice make up the gap is, say a long service employee was being relocated to another business outlet that is more remote from the current one without his involvement in the decision-making process (procedural injustice) and no additional incentive or allowance is given (distributive justice) to him. He would have felt anger, disappointment and aggression. And he is likely to go against the decision or merely go along but work with low morale and low organizational commitment. Worst case scenario would be him quitting from the job making a loss to the company. This could have a high negative impact on the organization because. Nevertheless, should the manager of the employee be sensitive and concerned toward the employee. Showing consideration on the view and thinking of the employee and allowing him or her to voice this dissatisfaction with the manager, there is a better chance of reaching a healthy compromise.

The following null hypotheses were formulated for the study:

- H₀₁:** There is no significant relationship between interpersonal justice and affective commitment of telecommunication companies in Port Harcourt.
- H₀₂:** There is no significant relationship between interpersonal justice and normative commitment of telecommunication companies in Port Harcourt.
- H₀₃:** There is no significant relationship between interpersonal justice and continuance commitment of telecommunication companies in Port Harcourt.

METHODOLOGY

A cross sectional survey research design was adopted. The population of the study comprised of 270 (Two Hundred and Seventy) employees of the 5 selected mobile telecommunication companies in Port Harcourt. A sample size of 161 was determined using the Taro Yamane sample size formula. The Cronbach Alpha reliability was used in assessing the reliability of the instrument adopted. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0.

DATA ANALYSIS AND RESULTS

Table 1: Correlation matrix for interpersonal justice and employee commitment

			Interpersonal Justice	Affective Commitment	Continuance Commitment	Normative Commitment
Spearman's rho	Interpersonal Justice	Correlation Coefficient	1.000	.774**	.718**	.409**
		Sig. (2-tailed)	.	.000	.000	.000
		N	131	131	131	131
	Affective Commitment	Correlation Coefficient	.774**	1.000	.952**	.853**
		Sig. (2-tailed)	.000	.	.000	.000
		N	131	131	131	131
	Continuance Commitment	Correlation Coefficient	.718**	.952**	1.000	.930**
		Sig. (2-tailed)	.000	.000	.	.000
		N	131	131	131	131
	Normative Commitment	Correlation Coefficient	.409**	.853**	.930**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	131	131	131	131

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

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

Ho₁: There is no significant relationship between interpersonal justice and affective commitment of telecommunication companies in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between interpersonal justice and affective commitment. The *rho* value 0.774 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a very strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant

relationship between interpersonal justice and affective commitment of telecommunication companies in Port Harcourt.

Ho₂: *There is no significant relationship between interpersonal justice and continuance commitment of telecommunication companies in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant relationship between interpersonal justice and continuance commitment. The ρ value 0.718 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between distributive justice and continuance commitment of telecommunication companies in Port Harcourt.

Ho₃: *There is no significant relationship between interpersonal justice and normative commitment of telecommunication companies in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between interpersonal justice and normative commitment. The ρ value 0.409 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between interpersonal justice and normative commitment of telecommunication companies in Port Harcourt.

DISCUSSION OF FINDINGS

The study findings reveal that there is a significant relationship between interpersonal justice and employee commitment of telecommunication companies in Port Harcourt, Nigeria. This finding agrees with previous findings that the experience of interpersonal justice can alter reactions to decision outcomes, because sensitivity can make people feel better about an unfavorable outcome (Mohamed, 2014). Mohamed continues to note that interpersonal treatment includes interpersonal communication, truthfulness, respect, propriety of questions, justification, honesty, courtesy, timely feedback, and respect for rights.

Chuang, Lee and Shen (2014) conducted a study on multilevel perspective on the relationship between interpersonal justice and negative feedback-seeking, data involving 690 employees showed that individual-level interpersonal justice was related to employee negative feedback-seeking behavior. Negative feedback-seeking behavior refers to an effort to obtain information about inadequacies in work behavior and work performance (Chen, Lam, & Zhong, 2007). The finding of this study is consistent with the justice literature, which has found that interpersonal justice is associated with supervisor-related outcomes (Colquitt *et al.*, 2001).

Interpersonal justice perceptions have been noted to increase individuals' intention to support the decisions made by authorities (Greenberg, 1993). Because interpersonal justice emphasizes one on-one transactions, employees often seek it from their supervisors. Interpersonal justice is also determined by the formal policies and procedures of an organization (Tyler & Huo, 2002.) The proper enactment of work place procedures is defined by five behaviours: adequate consideration of the employee's input, suppression of personal

biases, and consistent application of decision-making criteria, timely feedback and justification for a decision (Skarlicki & Folger, 1997). These factors play an important role in affecting employees' perceptions of fairness, acceptance of decisions, and attitudes toward the organization (Colquitt, 2001).

Work place practices which reveal fair interpersonal justice treatment of employees include appropriate justification of decisions (through genuine efforts to explain the results of decisions); honesty (through avoidance of deception); propriety (through absence of prejudicial statements and inappropriate questions); and respect (sincere and deferential treatment of individuals as well as the absence of personal attacks (Gurbuz & Mert, 2009). Decision makers are said to behave in an interpersonally fair manner when they treat those affected by their decisions properly and enact decisions, policies or procedures fairly (Folger & Konovsky, 1989).

CONCLUSION AND RECOMMENDATION

Employees are the subject of decisions virtually every day of their organizational lives. In organizational settings, justice is not always administered through fair allocation of employment resources, provision of clear and adequate explanations for decisions made and employees are not always treated with dignity and respect during the implementation of policies and procedures. This study therefore concludes that interpersonal justice significantly influences employee commitment. Specifically, the study concludes that:

Interpersonal justice significantly influences employee affective commitment of mobile telecommunication companies in Port Harcourt. Also, interpersonal justice significantly influences employee continuance commitment of mobile telecommunication companies in Port Harcourt. Finally, interpersonal justice significantly influences employee normative commitment of mobile telecommunication companies in Port Harcourt.

The study made the following recommendations:

- i. Management of telecommunication companies should treat their employees with equal respect and fairness to encourage employees' emotional (affective) commitment to their duties.
- ii. Management of telecommunication companies should train its leaders and supervisors to treat employees with graciousness, poise and deep sense of respect in the execution of procedure in order to enhance normative commitment.
- iii. It is important for employers to provide employees with fairness in interpersonal justice in order reap the positive outcomes of highly committed employees especially with regards to employees exhibiting continuance commitment.

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Enhancing Employee's Commitment of Deposit Money Banks in Rivers State through Affiliative Managerial Humor Practices

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Abstract: *The purpose of this study is to examine the relationship between affiliative humor practices and employee commitment (affective, continuance and normative commitment) of deposit money banks in Rivers State, Nigeria. A survey design was adopted for the study using questionnaire as the research instrument which was distributed to 285 employees working in the banks. The generated data were analyzed through the use of Pearson Product Moment Correlation Coefficient in order to test the relationship between the variables of the study through the use of Statistical Package for Social Sciences (SPSS) Windows version 22 within a significance level of 0.05. The findings showed that affiliative humor practices has significant influence on employee commitment vis-à-vis affective, continuance and normative commitment respectively, hence we recommended that managers in deposit money banks should apply affiliative humor practices so as to enhance their employees' commitment.*

Keywords: *Humor; Affiliative Humor Practices; Employee Commitment*

INTRODUCTION

The current business environment has become very difficult due to increased competition and globalization which has prompted organizations to embrace more now than ever, value creation (Teehan, 2008). In today's highly competitive business environment, every organization is been confronted with new challenges in respect to how to sustain productivity and develop a workforce that is committed because no organization can achieve its vision, mission and objectives unless the employees in the organization are committed. The greater an employee is committed to his or her work the more he or she is likely to do more to deliver exceptionally on any given task (Zeynep, 2014). However, high rate of employee withdrawal behaviours within organizations generally and Deposit Money Banks (DMBs) specifically has become the order of the day which over the years has negatively impacted on employee commitment of those organization (Martin, 2004).

Furthermore, employees in today's contemporary world look forward to pursuing more than just a job. They often look forward for employment opportunities that promise an extension of their interests, personality and abilities. They want a variety of things from their jobs besides a pay cheque and a few fringe benefits and the ability of the organization to satisfy these needs will determine their degree of commitment to the organization (Agba, 2004). Employee commitment is very important to the achievement of the organizational goal. No matter how beautiful an organization's visions, missions, objectives, policies and strategies are,

they need not just employees but committed ones for them to be achieved. In other words, employees are very important to the organization, hence managers of organization must provide environment full of excitement and conducive enough that will enhance their commitment. Thus, Romero and Arendt (2011) observed that humor practices such as the affiliative managerial humor practices in the organization can enhance employee commitment by providing lively organizational climate. Humor practice is an important tool of interaction and has been identified as a critical characteristic that is sought in employees, managers and leaders within organizations which is considered vital to organizational commitment (Teehan, 2008).

More so, Duncan, Smelzer and Leap (1990) expressed that a more playful work business environment that encourages the practices of humor brings about happier, healthier and improved social interactions among managers and employees which enable them to be more committed. Though it is commonly assumed that a manager's application of humor practices might have a significant influence on employee commitment however, moderately inconsiderable empirical proof has been accumulated that plainly back up this assertion according to Mesmer-Magnus, Glew and Viswesvaran (2012). Hence, there is need to study the connection between managerial humor practices specifically affiliative managerial humor practices and employee commitment vis-à-vis affective, continuance and normative commitment of DMBs in Rivers State. This study would be of significance in the sense that it would expose the level of influence of managerial humor practices on employee commitment in Rivers State, Nigeria. It would help managers reap the benefits of committed workforce in the organization by providing guidelines for understanding and measuring employee commitment, and for designing and implementing effective commitment initiatives and policies. Based on this, the result of this research work would provide theories that would assist organizations, especially managers to apprehend the importance of managerial humor practices on employee commitment.

Research Questions

The research questions that guided this research work are stated as follows:

- i. What is the relationship between affiliative managerial humor practices and affective commitment of DMBs in Rivers State, Nigeria?
- ii. What is the relationship between affiliative managerial humor practices and continuance commitment of DMBs in Rivers State, Nigeria?
- iii. What is the relationship between affiliative managerial humor practices and normative commitment of DMBs in Rivers State, Nigeria?

Research Hypotheses

The research hypotheses for this work are stated in the null form and they are as follows:

H₀₁: There is no significant relationship between affiliative managerial humor practices and affective commitment of DMBs in Rivers State, Nigeria.

H₀₂: There is no significant relationship between affiliative managerial humor practices and continuance commitment of DMBs in Rivers State, Nigeria.

H₀₃: There is no significant relationship between affiliative managerial humor practices and normative commitment of DMBs in Rivers State, Nigeria.

LITERATURE REVIEW

Theoretical Framework

The baseline theory adopted in this research work is the relief theory. The main advocate of this theory is Sigmund Freud in 1960, who opined that humor is applied as a defense means by which an individual maintain positive attitude with his or her environment (Cooper, 2008). Freud proposed that the relief theory focused on how laughter can release tension and psychic energy due to the fact that this energy gradually and constantly accumulates in the body which has no further use; hence it has to be dispensed. The process of releasing this energy is uncontrived (that is natural) and expresses itself in form of laughter. It focused on how laughter is of immense benefit for individual's health and that an individual experiences a pleasant sensation when humor replaces negative feelings like pain or sadness. Thus, when managers applies humor practices such as the affiliative humor style, employees will experience a pleasant sensation that will bring about laughter which is of enormous benefit to their health as a result enhances their commitment to the organization. This is because they will have the tendency to want to continue with the organization since the managers are making them happy.

The Concept of Affiliative Humor Practice

Affiliative humor practices is a form of managerial humor practices. Bergeron and Vachon (2008) defined humor as a means of communication either verbal or nonverbal, which have the ability or power to invoke or induce laughter in an individual or group of individuals. In other words, humor practices are sent or spoken message or words as well as body languages that has the capacity to makes someone laugh and to feel happy. Furthermore, affiliative humor practices is non-threatening and non-hostile humor applied by managers which helps to lubricate social interactions in the organization. Managers applies this humor so as to make others excited and laugh in order to enhance relationships, minimize conflicts between employees and to make the atmosphere within the organization conducive and inhabitable (Martin, Puhlik-Doris, Larsen, Gray & Weir, 2003; Kuiper & McHale, 2009). More so, Vaillant (1977) opined that individual employees who practice this behavior are often liked by other employees and seen as a non-hostile individual. Applying this non-threatening humor, a manager can reduce inter-personal conflict within the organization which helps to build and enhance relationship in the organization (Martin *et al.*, 2003).

This humor practices assist in the improvement of relationships with other employees in the organization. It greases the wheels of communication within the organization and helps to establish social interaction and relations with reduced conflict (Ziv, 1988). Managers using this humor give comic stories to lessen tension between employees and they are mostly liked by other employee which makes them to be non-threatening (Romero & Cruthirds, 2006). This type of humor practice help those in power to enhance their charisma with other individuals, increase the cohesiveness of the group and create positive environment in the organization. Affiliative humor applied by managers can contour strategy designed at enhancing closeness between employees in a way that is beneficial to the organization (Kuiper and McHale, 2009).

Furthermore, this type of humor is like a social lubricant that enhances relationship between persons and builds a positive environment which brings people together.

The Concept of Employee Commitment

Employee commitment has to do with the willingness and the desire of an employee to continue with an organization both now and in the future. It focuses on the belief of the employee in the core vision as well as goals of the organization as well as doing everything within his or capability to ensuring those goals are attained. Commitment is a force that holds an employee to an organization (Meyer, Becker & Van Dick, 2006). Employees with high level of organizational commitment provide a secure and stable workforce which help to provide competitive advantage to the organization. The commitment of employee can be of great benefits to the organization such as improvement in performance, reduction in absenteeism and turnover which leads to sustained productivity. The committed employee is more creative and is likely not to leave the organization as often unlike uncommitted ones. Thus to have a sustained productivity in the organization, the commitment of employee must be considered as an important factor by managers. The measure of employee commitment adopted in this study includes affective commitment, continuance commitment and normative commitment (Meyer & Allen, 1997) discussed briefly.

Affective commitment has to do with an employee's emotional attachment to, identification with, and involvement in the organization. It is a state where by an employee attached him or herself with a specific organization's goals and wishes to maintain membership in the organization (Mowday, Richard, Steers & Porter, 1979). Employees with affective commitment continue service with organization because they want to do so. Employees who are committed to their organization emotionally believes in the objectives and values of the organization, works hard for the organization and have continuous intention to stay with it. Furthermore, continuance commitment is a function of the benefit and costs associated with continuing as an organizational member (Reichers, 1985). More so, Kanter (2008) defined continuance commitment as a commitment which takes place when there is a gain or profit related with continued participation of the employee in the organization and a cost related with the employee leaving the organization. In other words an employee will continue to be a member of an organization if he or she knows that the cost of leaving the organization is higher than its benefit. The cost associated with leaving the organization includes the threat of wasting time to get another job, effort spends acquiring another job, disrupt personal relationship within the organization and so on. Normative commitment has to with a feeling of obligation to maintain been a member of an organization. Hence, it is a disposition or willingness to remain with an organization based on the feeling that one ought to remain with such organisation which may be due to personal norms and values. In the same vein, Meyer and Allen (1997) expressed that internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization. In other words, employees who are attached to their organization normatively feel that they ought to remain with such organization and they do so because they should do so or it is the proper thing to do.

METHODOLOGY

The research design adopted in this research work is correlational study that examines the relationship between affiliative managerial humor practices and employee commitment. The time frame applied in this work is cross-sectional studies. The analysis unit is on employees in the DMBs in Rivers State; therefore, research survey design was used using questionnaire as the research instrument which consist of four respond choices with 5 Point Likert scales ranging from 1 to 5 indicating strongly disagree, disagree, indifference, agree and strongly disagree respectively. The predictor variable is affiliative managerial humor practices and it is used as a uni-dimensional variable while the criterion variable is employee commitment with three measures (affective, continuance and normative commitment). More so, the reliability of the research instrument indicates a Cronbach Alpha value higher than 0.7 which shows that instrument was reliable; specifically the values for affiliative humor practices = 0.975; affective commitment= 0.979; continuance commitment= 0.977; and normative commitment = 0.978; while face and content validity was used for the validity of the research instrument. The population of the study is made up of 1027 employees of Head office Branches of 17 Deposit Money Banks operating in Rivers State with sample size of 285 derived using the Krejcie and Morgan (1970) sample size determination. Furthermore, out of the 285 questionnaires distributed; 254 representing 89.12% were retrieved while the other 31 (10.88%) questionnaire were not retrieved. Also, 22 of the retrieved questionnaire representing 8.66% were scrapped because they were not filled properly. Hence, 232 (91.34%) of the questionnaire retrieved were useful, it therefore served as the basis for analysis in this study. The data derived were analyzed through the use of Pearson Product Moment correlation coefficient as well as t-statistics was used to test the relationship between the variables of the study through the use of Statistical Package for Social Sciences (SPSS) Windows version 22 within a significance level of 0.05.

DATA ANALYSIS AND RESULT

Relationship between Affiliative Humor and Affective Commitment

Table 1: Correlations Analysis showing the relationship between affiliative humor and affective commitment

		Correlations	
		Affiliative Humor	Affective Commitment
Affiliative Humor	Pearson Correlation	1	.967**
	Sig. (2-tailed)		.000
	N	232	232
Affective Commitment	Pearson Correlation	.967**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

Source: SPSS Result, version 22.0

Table 1 show that the Pearson's Product Moment Correlation coefficient (r) is 0.967. This means that a very strong positive relationship exists between affiliative humor practices and

affective commitment; hence, an increased use of affiliative humor practices will result in better affective commitment in the DMBs studied. The extent of the effect of affiliative humor practices on affective commitment showing t-value is shown in Table 2 below

Table 2: Effects of affiliative humor practices on affective commitment

Variables	Coef.	t-cal	sig. t	t-tab (0.05, 228)	R	R ²	F-cal	F-tab (0.05, 3, 231)	sig f
Constant	5.002	11.183	.000						
Affiliative Humor	.498	8.429	.000	1.96	0.967	0.935	1195.53	3.07	0.000

Dependent Variable; Affective Commitment

Source: SPSS Result, version 22.0

The result in Table 2 above shows that the correlation coefficient is 0.967. It indicates that a significant and strong relationship exist between affiliative humor practices and affective commitment. The Coefficient of Determination (R^2) = 0.935. It implies that 93.5% variation in affective commitment is explained by variations in affiliative humor practices. This indicates that this model has a good fit. The other 6.5% is elucidated by other variables not captured in this model. The F-calculated of 1195.53 had a corresponding significant F-tab of 3.07; we therefore conclude that the model is useful. Conventionally $F\text{-Cal} = 1195.53 > F\text{-tab}_{(0.05, 231)} = 3.07$ hence the decision above is upheld. Also, affiliative humor practices had a calculated t-value of 8.429 and a corresponding Probability Value (PV) of 0.000. From the decision rule, since the t-calculated = 8.429 > t-tabulated $_{(0.05, 231)} = 1.96$; then the null hypothesis is rejected and therefore there is a significant relationship between affiliative humor practices and affective commitment of DMBs in Rivers State, Nigeria.

Relationship between Affiliative Humor and Continuance Commitment

Table 3: Correlations analysis showing the relationship between affiliative humor and continuance commitment.

Correlations			
		Affiliative Humor	Continuance Commitment
Affiliative Humor	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	232	232
Continuance Commitment	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

Source: SPSS Result, version 22.0

Table 3 shows that the Pearson's Product Moment Correlation coefficient (r) is 0.942. This means that a very strong positive relationship exists between affiliative humor practices and continuance commitment; hence an increased use of affiliative humor practices will result in better continuance commitment in the DMBs studied. The extent of the effect of affiliative humor practices on continuance commitment showing t -value is shown in Table 4 below:

Table 4: Effects of affiliative humor practices on continuance commitment

Variables	Coef.	t-cal	sig. t	t-tab (0.05, 228)	R	R ²	F-cal	F-tab (0.05, 3, 231)	sig f
Constant	3.417	7.987	.000						
Affiliative Humor	.312	3.738	.000	1.96	0.942	0.887	1195.53	3.07	0.000

Dependent Variable; Continuance Commitment

Source: SPSS Result, version 22.0

The result in Table 4 above shows that the correlation coefficient is 0.942. It indicates that a significant and strong relationship exist between affiliative humor practices and continuance commitment. The Coefficient of Determination (R^2) = 0.887. It implies that 88.7% variation in continuance commitment is explained by variations in affiliative humor practices. This indicates that this model has a good fit. The other 11.3% is elucidated by other variables not captured in this model. The F-calculated of 1195.53 had a corresponding significant F-tab of 3.07; we therefore conclude that the model is useful. Conventionally $F\text{-Cal} = 1195.53 > F\text{-tab}_{(0.05, 231)} = 3.07$ hence the decision above is upheld. Also, affiliative humor practices had a calculated t -value of 3.738 and a corresponding Probability Value (PV) of 0.000. From the decision rule, since the $t\text{-calculated} = 3.738 > t\text{-tabulated}_{(0.05, 231)} = 1.96$; then the null hypothesis is rejected and therefore there is a significant relationship between affiliative humor practices and continuance commitment of DMBs in Rivers State, Nigeria.

Relationship between Affiliative Humor and Normative Commitment

Table 5: Correlations Analysis showing the relationship between affiliative humor and normative commitment

Correlations			
		Affiliative Humor	Normative Commitment
Affiliative Humor	Pearson Correlation	1	.939**
	Sig. (2-tailed)		.000
	N	232	232
Normative Commitment	Pearson Correlation	.939**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

Source: SPSS Result, version 22.0

Table 5 above shows that the Pearson's Product Moment Correlation coefficient (r) is 0.939. This means that a very strong positive relationship exists between affiliative humor practices and normative commitment; hence an increased use of affiliative humor practices will result in enhanced normative commitment in the DMBs studied. The extent of the effect of affiliative humor practices on normative commitment showing t -value is shown in Table 6 below:

Table 6: Summary of regression analysis showing the effects of affiliative humor practices on normative commitment

Variables	Coef.	t-cal	sig. t	t-tab (0.05, 228)	R	R ²	F-cal	F-tab (0.05, 3, 231)	sig f
Constant	3.251	7.146	.000						
Affiliative Humor	.408	4.598	.000	1.96	0.939	0.881	1195.53	3.07	0.000

Dependent Variable; Normative Commitment

Source: SPSS Result, version 22.0

The result in Table 6 above shows that the correlation coefficient is 0.939. It indicates that a significant and strong relationship exist between affiliative humor practices and normative commitment. The Coefficient of Determination (R^2) = 0.881. It implies that 88.1% variation in normative commitment is explained by variations in affiliative humor practices. This indicates that this model has a good fit. The other 11.1% is elucidated by other variables not captured in this model. The F-calculated of 1195.53 had a corresponding significant F-tab of 3.07; we therefore conclude that the model is useful. Conventionally $F\text{-Cal} = 1195.53 > F\text{-tab}_{(0.05, 231)} = 3.07$ hence the decision above is upheld. Also, affiliative humor practices had a calculated t -value of 4.598 and a corresponding Probability Value (PV) of 0.000. From the decision rule, since the $t\text{-calculated} = 4.598 > t\text{-tabulated}_{(0.05, 231)} = 1.96$; then the null hypothesis is rejected and therefore there is a significant relationship between affiliative humor practices and normative commitment of DMBs in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The findings from data analysis revealed that affiliative humor practices has significant effect on all the measures of employee commitment vis-à-vis affective, continuance and normative commitment; hence, fun should be basic to organizational work if DMBs must enhance the commitment of their employees. Fun is a very important factor of a highly efficient and effective organization, thus, Hudson (2001) observed that applying and encouraging the use of humor in the organization increases productivity as well as commitment. Also, Ford, McLaughlin and Newstrom (2003) opined that fun at work offers great benefits both to organizations which involves attracting new employees, improving communication among employees, enhance commitment of employee to the organization, reduced employee turnover and improve quality of employee productivity. Managers that practices humor in the organization may have reduced levels of employee absenteeism, higher satisfaction of their job, enhanced productivity and better employee commitment (Wright and Cropanzano, 2004). It

further provides employees with satisfaction, creativity, friendship, organizational citizenship, reduced anxiety, stress and boredom.

Furthermore, Holmes and Marra (2002); Greengross and Miller (2008) opined that affiliative humor practice in an organization help employees to make everyday tasks exciting and to coagulate close relationship between employees which play a vital role to their continuance commitment. The applications of affiliative humor used by managers in the organization abridge social distances, build positive environment in the organization and enhance the relationship between employees to enhance their continuous commitment. This suggest that affiliative humor practices make the working environment of organizations conducive for better work outcome which affect the commitment of the employees because employees will be more responsible to organization that have serene environment. More so, affiliative humor influences individuals' physical, psychological well-being (Greengross & Miller, 2008). This indicates that affiliative humor practices promotes relationships and provide the ability to contend with organizational problems that result in a better commitment.

By using this non-hostile and affirming humor style, managers can amuse others to enhance social interaction and reduce interpersonal tension (Lefcourt, 2001). This can go a long way in attracting and enhancing employee commitment to the organization. In the same vein, Smith and Khojasteh (2014) concur that affiliative humor practices helps to enhance the organizational commitment of employees, cohesion, and organizational effectiveness. More so, the appropriate use of humor can reduce interpersonal conflict and improve communication, and thus can be an effective management tool for managers to motivate their subordinates to be committed to the organization (Lyttle, 2007; Romero & Cruthirds, 2006).

CONCLUSION AND RECOMMENDATIONS

This study empirically revealed that a significant and positive relationship between affiliative humor practices and affective, continuance and normative commitment respectively as measures of employee commitment if DMBs in Rivers State, Nigeria. From this findings, it is very clear that for DMBs in Rivers State, Nigeria to enhance the commitment of their employees, its managers must make the bank's environment excite-full and lively by applying affiliative humor practices. This is because affiliative humor practices serves as a form of social lubricant between individual by enhancing inter-personal interaction and provides a positive organizational environment and unites the organization's employees including the relationship between managers and employees. It is therefore, highly recommended that managers in the DMBs in Rivers State should apply affilliative humor practices as it play significant role in improving workers emotional well-being, hence their commitment by providing employees with excitement and comfort especially during boredom.

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