

Organisational Goal Personalization and Performance of Paint Manufacturing Firms in Rivers State

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Abstract

The study ascertained the relationship between organisational goal personalization and performance of paint manufacturing firms in Rivers State. The aim of the study was to determine the extent to which organisational goal personalization influence performance. The study adopted the explanatory cross-sectional survey research design. The population of the study consisted of nineteen (19) registered paint manufacturing firms in Port Harcourt. The entire population of nineteen (19) registered paint manufacturing firms in Port Harcourt were used as the study sample size. Structured questionnaire was used as instrument for data collection. After validation by the academics and other experts, Crobach alpha was used to test the reliability of the instrument. Out of 95 copies of the questionnaire administered, a total of 76 copies were retrieved. Mean and standard deviation were used for the univariate analysis; Spearman Rank Order Correlation Coefficient was used for the bivariate analysis. Partial Correlation Spearman Rank Order Correlation Coefficient was used in testing the hypotheses. while partial correlation was adopted in testing hypotheses ten formulated for the study, at 0.05 level of significance. The findings revealed that a significance positive relationship exists between organisational goal personalization and performance in paint manufacturing firms in Rivers State. The study therefore concluded that Organisational goal personalization triggers organizational performance in terms of corporate image, resource maximization and customer service in paint manufacturing firms in Port Harcourt. It was therefore recommended among others that; Employees of paint manufacturing firms should exhibit high level of organizational goal personalization in their respective firms so as to attain goals collectively. Management should create modalities that will make employees to be committed affectively to their firm.

Keywords: *Organisational Goal Personalization, Performance, Manufacturing Firms, Corporate Image, Resource Maximization and Customer Service*

INTRODUCTION

Background to the Study

Organizational performance is also referred to as the degree by which the organization meets its own needs and the needs of stakeholders to survive and grow (Pandey & Dutta, 2013). Sangiorgi & Siboni (2017) define it as the ability of the organization to access and handle various organizational resources in order to achieve its goals and objectives.

Organizational performance is a multidimensional construct that consists of four elements - customer-focused performance, including customer satisfaction and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Alam, 2013).

The performance of paint manufacturing firms therefore, is of great interest to the organizations. One cannot overstate the value of paint in residences, workplaces, churches, mosques, etc. A variety of raw materials, including pigments, alkyd resins, surfactants, solvents (thinners), and coloring agents, are combined in the paint production business to create paint products for both residential and commercial use. Paint manufacturing firm is regarded as an important or essential industry in many countries because of its effect and function in the environment.

Organizational goal personalization describes a situation whereby employees out of their emotional attachment for the organization regularly perform assigned tasks to the best of their ability and make an extra effort to help out beyond the realms of their specified job roles and form an attachment to the goals and values. Organizational goal personalization refers to the bond an employee has with an organization due to an affinity with or affection for the goals and values of the organization. Organizational goal personalization is also referred to as affective commitment. Meyer & Allen (1997) in Zeb-Obipi & Agada (2018) described organizational goal personalization as how much an individual 'wants' to remain in the organization. Organizational goal personalization encapsulates the extent or degree of employee's identification with goals, acceptance of goals, and pursuance of goals.

Organizational goal personalization entails an affective orientation of the employees towards the organization. Employees who personalize the goals of their organization continue service with an organization because they want to do so and not to return a favour or for some benefits and opportunity costs. The development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards (Beck & Wilson, 2016; Dixit & Bhati, 2012). Organizational goal personalization can therefore be conceptualized as the degree to which an individual is psychologically attached to an employing organization through feeling such as loyalty, affection, worth, belongingness, pleasure and so on.

In order to achieve the extent to which organisational goal and performance can go, this study is expected to carry out a research to ascertain and analyze the relationship between the variables.

Several scholars have written on employee loyalty and organisational performance but known have written on organisational goal personalization and performance of paint manufacturing firms in Rivers State. Its on this premise that this study is deem to close the lacuna.

Statement of Problem

Amongst other challenges faced by paint manufacturing firms in Nigeria, one of the major ones over the years appears to be organisational goal personalization by employee. In other words, employees in manufacturing firms in Nigeria have been displaying low commitment, and no organizational goal personalization over the years. For instance, a number of the paint manufacturing firms have not been able to maximize on their resource and as well as show good customer service by reason of low or dearth of employee loyalty that is caused by dwindling motivation. It has been observed that some of the key employees in paint manufacturing firms (especially here in Rivers State) are threatening to leave their jobs for lack of salary and other benefits that have resulted to low commitment (Nwachukwu et al., 2019). This is negatively affecting the performance of these manufacturing firms, thereby giving them poor image and lowering their customer service.

Darius & Isaac (2020) reported in a study on employee commitment and organizational performance that manufacturing firms in Nigeria are getting low ratings, operational efficiency, unreliable and delayed customer service as a result of no goals personalization by employee.

Some have also instituted the policy of fringe benefits, trainings and developments in a way to draw the loyalty of their employees, but it appears that these things never satisfy their employees. This therefore implies that the financial responsibility, fringe benefits, trainings and developments, etc. are not in full function as they should. It therefore calls for a thorough research in this direction.

While it is evident that the studies cited above showed how organisational goal personalisation has enhanced organizational performance in Nigeria, none of these studies was done in Rivers State and within the context of paint manufacturing firms. This is the need therefore, to carry out this study.

Aim and Objectives of the Study

The aim of this study is to ascertain organisational goal personalization and performance of paint manufacturing firms in Rivers State. The objectives of the study are to:

1. Ascertain the extent to which organizational goal personalization influences corporate image of paint manufacturing firms in Rivers State.
2. Examine the extent to which organizational goal personalization influences resource maximization of paint manufacturing firms in Rivers State.
3. Determine the extent to which organizational goal personalization influences customer service of paint manufacturing firms in Rivers State.

Research Questions

Sequel to the research objectives stated above, the following research questions were posed to guide the study.

1. To what extent does organizational goal personalization influence corporate image of paint manufacturing firms in Rivers State?

2. How does organizational goal personalization influence resource maximization of paint manufacturing firms in Rivers State?
3. What is the relationship between organizational goal personalization and customer service of paint manufacturing firms in Rivers State?

Hypotheses

The following null hypotheses were formulated for further verification in the course of the study:

- H₀₁:** There is no relationship between organizational goal personalization and corporate image of paint manufacturing firms in Rivers State.
- H₀₂:** There is no relationship between organizational goal personalization and resource maximization of paint manufacturing firms in Rivers State.
- H₀₃:** There is no relationship between organizational goal personalization and customer service of paint manufacturing firms in Rivers State.

Significance of the Study

This work extends the frontiers of knowledge about organizational goal personalization and performance of paint manufacturing firms in Rivers State. It adds to the bulk of knowledge and research literature in administrative science. It is also capable of providing scientific ground for the collection of data, test of hypotheses, and analysis.

Scope of the Study

The scope of this study cuts across the content, geography and unit of analysis as discussed below:

The content scope of the study was organisational goal personalization and performance. The geographical scope of the study was limited to paint manufacturing firms in Rivers State.

Unit of Analysis: The organizations serve as the unit of measurement of this work. Reason being that the study was a macro level one. The interest of study was on the organizations rather than the employees.

REVIEW OF RELATED LITERATURE

Organizational Goal Personalization

This describes a situation whereby employees out of their emotional attachment for the organization regularly perform assigned tasks to the best of their ability and make an extra effort to help out beyond the realms of their specified job roles and form an attachment to the goals and values. Organizational goal personalization refers to the bond an employee has with an organization due to an affinity with or affection for the goals and values of the organization. Organizational goal personalization is also referred to as affective commitment. Meyer & Allen (1997) in Zeb-Obipi & Agada (2018) described organizational goal personalization as how much an individual 'wants' to remain in the organization. Organizational goal personalization encapsulates the extent or degree of employee's identification with goals, acceptance of goals, and pursuance of goals.

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organization because they want to do so and not to return a favour or for some benefits and opportunity costs. The development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards (Beck & Wilson, 2016; Dixit & Bhati, 2012). Organizational goal personalization can therefore be conceptualized as the degree to which an individual is psychologically attached to an employing organization through feeling such as loyalty, affection, worth, belongingness, pleasure and so on. Organizational goal personalization typifies the emotional association of an employee with its organization and objectives. It is based on (1) "faith of the employees in the organization's objectives, (2) their readiness to put forth effort in order to achieve organizational objectives, and (3) a strong wish to be a part of the organization" (Porter et al., 1974 in Zeb-Obipi & Agada, 2018). Additionally, explicit manifestations of organizational goal personalization include identification with organizational goals, goal acceptance, and goal pursuance.

Organizational Performance

The concept of organizational performance is well thought-out to be the sum of accomplishments that has been achieved by all departments. It is the organizational goals that have been set in a given period of time to outline its accomplishments that are involved in each stage. The idea of organizational performance is affiliated to the survival and success of an organization (Ahmed & Shafiq, 2014). Organizational performance is a multidimensional construct that consists of four elements - customer-focused performance, including customer satisfaction, and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Alam, 2013). In order to achieve the desired level of financial performance, many organizations have restructured, and implemented total quality management programs and introduced competitive staff benefits. Despite such attempts, many organizations have not achieved the anticipated results or have not experienced high performance. Analyses of the sustained superior financial performance of certain American organizations have attributed their success to the specific cultures of the respective organizations (Zheng & McLean, 2010). Organizational performance includes effectiveness, efficiency, productivity, quality, and innovation.

Corporate Image

The manner in which a company, its activities, and its products or services are perceived by outsiders is what is described as corporate image. It can also be referred to as corporate reputation. In a competitive business climate, many businesses actively work to create and communicate a positive image to their customers, shareholders, the financial community, and the general public. Reputation has been described as an extrinsic cue that is an attribute related to organizational image. Reputation evolves all the time, and it is mainly created by the flow of information from one user to another (Herbig & Milewicz, 2013). Reputation embodies the general estimation in which a company is held by employees, customers, suppliers, distributors, competitors, and the public (Fombrun & Shanley, 2018). Thus, firms compete for reputation knowing that those with a strong reputation across their goodwill in terms of product can assume highest sales prices, thereby being more powerful than another competitor (Loureiro & Kaufmann, 2016). This gives credence to cooperate image.

Resource Maximization

The maximization of resources is very much important in getting desired results. Many of the firms can fail as they cannot properly utilize the resources and ultimately face solvency issues due to the loss in resources. Resources maximization is termed as the resources management in the organizations such as the company financial resources funds, human resources, utilizing organizations tangible as well as non-tangible resources. Proper maximization of resources can increase the productivity, market share, sales, and turnover on the investments. Resource maximization is the process of making the most of the resources available in order to achieve the objectives of that is set to be achieved (Dibrova, 2016). This is with respect to an organization where a project needs to be executed and then resources, both human and nonhuman are allocated onto the project depending on skills and availability (Ebi, 2011). Resources maximizations measures 'how' effectively an organization is making use of the available resources.

Customer Service

Customer service is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. Customer service health is a measure of the extent to which the goods and/or services of a corporate organization meets the taste, needs, or expectations of their consumers. One quick way of ascertaining the health of an organization is to assess how satisfied her customers or clients are. Healthy business organizations succeed in tailoring their product and service model to the unique needs of their target market. It is important to also develop honest relationships with customers that extend beyond business and to forge connections that treat clients as real people. The staff in a business environment needs to be humanitarian and approachable in order to enhance the quality of services rendered. It is not enough to have a fine product in the market. Those who market these products need to smile with customers, listen to them, and guide them on how to use purchased products (Mathis & Jackson, 2019). Listening to customers, asking probing questions and reading body language opens communications channels to keep relationships strong and it promotes service delivery. The quality of human relationship that managers have with their employees influences service delivery. Following up with customers to make sure all of their expectations have been met and exceeded is a crucial part of providing great customer service. Immediate responses to any customer concerns make it possible to solve problems right away. This leads to an increased level of trust. According to Kreister (2009), employees must establish a clear and responsive process for handling customer complaints, and make sure he understands what a customer really wants to solve any problems that arrive. Customer complaints must be treated as a way to understand how to make customer service even more exceptional. Businesses must aim at attracting new customers and keep current customers.

Theoretical Review

This study anchored on three theories, namely Social exchange Theory as propounded by George Casper Homans in the year 1958, Contingency Theory of Management by Fred Edward Fiedler in 1964, and Equity Theory by John Stacey Adams. However, Social exchange Theory is where this study is majorly anchored on.

Empirical Review

Rishipal (2019) identified the characteristics of employee loyalty and counter-productive work behaviour (CWB) among employees working in the Indian hospitality sector. The study also compared the status of employee loyalty among managers, who exhibit either very high and or very low traits of CWB.

METHODOLOGY

The explanatory cross-sectional survey research design was adopted for the study. The population of this study consisted of nineteen (19) registered paint manufacturing firms in Port Harcourt.

The entire population of nineteen (19) registered paint manufacturing firms in Port Harcourt was used as the study sample. Thus, the study is a census research which involves using the entire population rather than drawing a sample from it. The questionnaire was used as source of data. Structured questionnaire was used as instrument for data collection. The questionnaire that was used for the study was subjected to thorough scrutiny by academicians from university of Port Harcourt. Cronbach alpha was used to test the internal consistency of the instrument that was used for this study. Criterion of 0.70 was used as the benchmark for determining the reliability level of the questionnaire items. In line with the sample size, a total of ninety five (95) copies of the questionnaire were administered through the help of two research assistants. The researchers were able to retrieve seventy six (76) copies of the distributed questionnaires. Mean and standard deviation was used for the univariate analysis while the bivariate analysis was done using Spearman rank order correlation in SPSS Version 22.0. Multivariate analysis was done using Partial Correlation. Thus, Spearman Rank Order Correlation Coefficient was computed with the formula below:

DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

Data Presentation

Table 1: Items and Scores on Organizational Goal Personalization

| S/N | Organizational Goal Personalization | VGE | GE | ME | LE | TOTAL |
|-----|--|-----|----|----|----|-------|
| 1. | I am dedicated to putting all my best towards the attainment of set targets of the organization. | 47 | 15 | 8 | 6 | 76 |
| 2. | I am ready to identify with any goal and policy of my organization. | 50 | 14 | 7 | 5 | 76 |
| 3. | I am ready to assist my firm in pursuing and achieving its goal at all cost. | 16 | 9 | 11 | 40 | 76 |
| 4. | I have passion in accepting my organizational goals. | 30 | 21 | 15 | 10 | 76 |

| | | | | | | |
|----|---|----|----|----|----|----|
| 5. | I feel happy when my organizational goals and set objectives are promptly achieved. | 20 | 34 | 10 | 12 | 76 |
|----|---|----|----|----|----|----|

Source: Fieldwork, 2021.

Table 1 above shows the number of responses recorded in each of the response options. For instance, on the measurement item 2 respondents were required to indicate their view if they are ready to identify with any goal and policy of their organization. Majority (50) of the respondent said, this occurs to a very great extent, while item 14 respondents said this occurs to a great extent, 7 respondents said to a moderate extent, 5 respondents said to a low extent. This response shows that managers of paint manufacturing firms in Port Harcourt are ready to identify with any goal and policy of their organization. The responses are summarized in the SPSS table shows overleaf:

Table 2: Descriptive Statistics of Organizational Goal Personalization

| | N | Minimum | Maximum | Mean | Std Deviation |
|--------------------|----|---------|------------|----------|---------------|
| OGP 1 | 76 | 1.00 | 5.00 | 3.355263 | 1.525102 |
| OGP 2 | 76 | 1.00 | 5.00 | 3.434211 | 1.561005 |
| OGP 3 | 76 | 1.00 | 5.00 | 2.013158 | 1.815072 |
| OGP 4 | 76 | 1.00 | 5.00 | 2.934211 | 1.397243 |
| OGP 5 | 76 | 1.00 | 5.00 | 2.815789 | 1.364321 |
| Valid N (Listwise) | 76 | | | | |
| | | | Grand Mean | 3.005264 | |

Source: SPSS Output.

Table 2 above reveals mean scores of 2 points and above across all the response items except item 1 with mean score of 3.355263 and 2 with the mean score of 3.434211. This implies that the respondents affirmed that they are dedicated to putting all their best towards the attainment of set targets of the organization; they are ready to identify with any goal and policy of their organization, they are ready to assist their firm in pursuing and achieving its goal at all cost; they have passion in accepting their organizational goals and they feel happy when their organizational goals and set objectives are promptly achieved to a very great extent. Table 2 equally revealed grand mean of 3.005264. This indicates that organizational goal personalization manifest in paint manufacturing firms to a moderate extent.

Organizational Goal Personalization and Organization Performance

H₀₁: Organizational goal personalization does not have any relationship with corporate image of paint manufacturing firms in Port Harcourt.

H02: Organizational goal personalization does not have any relationship with resource maximization of paint manufacturing firms in Port Harcourt.

H03: Organizational goal personalization does not have any relationship with customer service of paint manufacturing firms in Port Harcourt.

Table 3: Relationships between Organizational Goal Personalization and Organization Performance

| | | Organizational Goal Personalization | Corporate Image | Resource Maximization | Customer Service | |
|----------------|-------------------------------------|-------------------------------------|-----------------|-----------------------|------------------|---------|
| Spearman's rho | Organizational Goal Personalization | Correlation Coefficient | 1.000 | 0.897** | 0.676** | 0.853** |
| | | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | | N | 76 | 76 | 76 | 76 |
| | Corporate Image | Correlation Coefficient | 0.897** | 1.000 | 0.897** | 0.897** |
| | | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | | N | 76 | 76 | 76 | 76 |
| | Resource Maximization | Correlation Coefficient | 0.676** | 0.676** | 1.000 | 0.676** |
| | | Sig. (2-tailed) | .000 | .000 | . | .000 |
| | | N | 76 | 76 | 76 | 76 |
| | Customer Service | Correlation Coefficient | 0.853** | 0.853** | 0.853** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 | . |
| | | N | 76 | 76 | 76 | 76 |

****.** Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Column two of table 3 above shows r value of 0.897 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating organizational goal personalization and corporate image. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H₀₁) which states that organizational goal personalization does not have any relationship with corporate image of paint manufacturing firms in Port Harcourt was rejected and the alternate hypothesis (H_{a1}) was accepted. This implies that organizational goal personalization has a very high significant relationship with corporate image of paint manufacturing firms in Port Harcourt.

Column three of table 3 above shows r value of 0.676 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating organizational goal personalization

and resource maximization. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{02}) which states that organizational goal personalization does not have any relationship with resource maximization of paint manufacturing firms in Port Harcourt was rejected and the alternate hypothesis (H_{a2}) is accepted. This implies that organizational goal personalization has a high significant relationship with resource maximization of paint manufacturing firms in Port Harcourt.

Column four of table 3 above shows r value of 0.853 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating organizational goal personalization and customer service. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that organizational goal personalization does not have any relationship with customer service of paint manufacturing firms in Port Harcourt was rejected and the alternate hypothesis (H_{a3}) was accepted. This implies that organizational goal personalization has a very high significant relationship with customer service of paint manufacturing firms in Port Harcourt.

Organizational Goal Personalization and Performance

- H_{01} : Organizational goal personalization does not have any relationship with corporate image of paint manufacturing firms in Port Harcourt.
- H_{02} : Organizational goal personalization does not have any relationship with resource maximization of paint manufacturing firms in Port Harcourt.
- H_{03} : Organizational goal personalization does not have any relationship with customer service of paint manufacturing firms in Port Harcourt.

The test of hypotheses one, two and three stated above revealed that organizational goal personalization has a significant positive relationship with organizational performance of paint manufacturing firms in Port Harcourt. This implies that employees' ability in ensuring that they personalize with organizational goals and set objectives will lead to high performance of their respective paint manufacturing firms in terms of corporate image (public trust, customers' rating and employees' rating), resource maximization (financial resource maximization, human resource maximization and operational efficiency) and customer service (customer complaint resolution, service reliability and service timeliness). This is predicted on the ground that employees who personalize the goals of their organization continue service with an organization because they want to do so and not to return a favour or for some benefits and opportunity costs. This means that such employees are affectively connected with the organization; they do not attach benefit to their love and commitment to the organization (Beck & Wilson, 2016; Dixit & Bhati, 2012). Whatever commitment they devote to the organization, they do it willingly and not because they expect anything in return. Such employees are not individuals with eye service. It therefore implies that having such employees around a work environment is having a pack of treasure that the organization can leverage on with pride. It now behooves on organizations to be responsible towards their employees such that these employees will show so much affection for the

organization. The development of organizational goal personalization involves recognizing the organization's worth and internalizing its principles and standards.

In line with the above finding, Rousseau (2015) found that A worker who identifies with goals of the organization remains in the organization because he wants to; this highlights the emotional bond and identification that worker has with the organization, which is portrayed by feelings of devotion, belongingness and stability. Once identification with the organization begins, individuals are likely to become concerned with the broader interests of the organization including its reputation, survival, and continued success, that generates activity and resource exchange (reflecting enhanced concern between firm and employee) fostering further identification. Similarly, Katzenbach (2017) found energized workforce as high performance (those that perform better than industry norms) and whose emotional commitment enables them to make and deliver products or services that constitute a sustainable competitive advantage. Out of the love and passion an employee has for the organization he is working for, he is proud enough to identify with, accept, and pursue organizational goals (Zeb-Obipi & Agada, 2018). Affectively committed employees out of their emotional attachment for the organization regularly perform assigned tasks to the best of their ability and make an extra effort to help out beyond the realms of their specified job roles and form an attachment to the goals and values of their organization.

Jaja & Okpu (2013) found that it takes an employee who has personalized the goals of his organization to accepting and form a bond with the goals of the organization. This therefore contributes to the performance of the organization, as such an employee will heartily discharge services to customers and as well operate efficiently, amongst other things. An employee who accepts the goals of their organization as if it is theirs will not do anything for the organization less than he would have done for himself, which means that such employee will go the extra mile just to make sure that the organizations bears good corporate image, offers the best customer service and as well maximize their resource.

Conclusions

Based on the results and findings, the study concluded that organisational goal personalization significantly relates with performance of paint manufacturing firms in Port Harcourt. Organisational goal personalization triggers organizational performance in terms of corporate image, resource maximization and customer service in paint manufacturing firms in Port Harcourt. The study also concluded that paint manufacturing firms in Port Harcourt, Rivers State and Nigeria at large who fail to retain loyal employees will find it very difficult in achieving high organisational goal personalization and this will have very negative force on their overall performance.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

1. Employees of paint manufacturing firms should exhibit high level of organisational goal personalization in their respective firms so as to attain goals collectively.

2. Management should create modalities that will make employees to be committed affectively to their firm.
3. Management should retain employee who identify with the organizational goals and set objectives.

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