



ORGANIZATIONAL GOAL PERSONALIZATION AND ORGANIZATIONAL PERFORMANCE OF PAINT MANUFACTURING FIRMS IN RIVERS STATE

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ABSTRACT

The study determined the relationship between employee loyalty and organizational performance in paint manufacturing firms in Rivers State, Nigeria. The objective of the study was to determine the extent to which the dimensions of employee loyalty such as employee commitment, enterprise first behaviour, and organizational goal personalization relate with measures of organizational performance such as corporate image, resource maximization, and customer service. 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 was used as the study sample from it. Structured questionnaire was used as instrument for data collection. After validation by the supervisor and other experts, Cronbach 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, while the multivariate analysis was done using Partial Correlation Spearman Rank Order Correlation Coefficient was used in testing the hypothesis one to nine, while partial correlation was adopted in testing hypotheses ten formulated for the study, at 0.05 level of significance.

Keywords: Organisational goal personalisation, organizational performance, paint manufacturing firms.



INTRODUCTION

Background to the Study

Resource maximization conceptually refers to the ability of administrative workgroups to make best use of human and material resources at their disposal to achieve set targets. 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. 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). 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. Dibrova, 2016 looks at resource maximization as the process of making the most of the resources available in order to achieve the objectives of that is set to be achieved.

Resource maximization is important since organization have a limit on available resources (Al-Najjar & Al-Najjar, 2017). Sharma (2019) postulated that organizations could maximize their resource by keeping track of expenses and budgets, automation, and professional consultation. Notwithstanding, the determinants of Resource maximization in this work are financial resource maximization, human Resource maximization, and operational efficiency. Unfortunately, it is noticed amongst employees in paint manufacturing firms in Rivers State that there is poor financial maximization, human resource maximization, and as well as operational efficiency. Finance is the lifeblood of any organization, be it small, large, for-profit, not-for-profit, etc. It is, therefore, extremely important that the finances of the organization are managed in the most efficient and effective manner to ensure long-term viability, sustainability and profitability (except not-for-profit organizations). These firms now experience ineffective and inefficient use of their funds towards the attainment of predetermined objectives. Paint manufacturing firms are no longer motivated to improve on the performance and productivity of their employees through instigators such as incentivization, training, pay increment, and the likes. This is the situation now.

Another challenging situation in paint manufacturing firms as observed by the researcher is the issue of poor customer service. Customer service is seen in the light of this study as the organizational effort put towards satisfying the needs of customers by giving them reliable service and as well as handling complaint redress and smooth booking management. How healthy or satisfied the customers to a business are goes a long way to tell how the organization is performing. It is so because when customers seem unsatisfied over time, it will gradually lead to their withdrawal and in the long run, the business will fold. 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. Notwithstanding,



the drop in corporate image, resource maximization, and customer service amongst these firms can be attributed to something yet not identified. Though, a lot of factors can be the cause of poor corporate image, resource maximization, and customer service. Obviously, one amongst them is employee loyalty.

When a worker leaves his or her job, the company must find a replacement. For important positions, training takes time and money (Hinki & Tracey, 2016; Mbah & Ikemefuna, 2014). More important are the leaks of information, technology, customers, even business secrets and the ultimate deterioration of the image of the company. To avoid the loss of existing labour, paint manufacturing firms need to have reasonable strategies to create employee job satisfaction, thereby building loyalty to the company. This loyalty will boost commitment and performance of employees that will definitely permeate into improved corporate image, resource maximization, and customer service, amongst other things. Employee loyalty is the willingness and devotion to stay with the organization and have a willing participation in the business of the organization (Jigjiddorj et al., 2019). It is the commitment and voluntary involvement of an employee towards the organization when he considers himself as the core part of the organization and considers himself as an inseparable part of the organization. In the words of (Khuong & Tien, 2013), once the employee job satisfaction increased, the degree of organizational loyalty of employee also raise higher. On the other side, once the employee job satisfaction decreases, it leads to the decrease of employee loyalty, employee morale and the increase of job turnover. Employee loyalty can be understood as most employees desired a good working environment as an affective commitment among employee (Omar et al., 2010).

Statement of the Problem

It is becoming glaring at this point that employee loyalty which can be expressed in terms of employee commitment, enterprise first behaviour, and organizational goal personalization, is lacking amongst these employees, which possibly may be caused by poor reward system/reward factor. However, some paint manufacturing firms in Nigeria and specifically Rivers State have shown some level of financial responsibility towards their employees. 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.

Also, the importance of employee loyalty and organizational performance has spurred various research efforts within and outside Nigeria. Rishipal (2019) identified the characteristics of employee loyalty and counter-productive work behaviour (CWB) among employees working in the Indian hospitality sector and found that the tendency of employee loyalty among managers in the hospitality sector was high, whereas the status of CWB was low. Results also predicted that the tendency of employee loyalty was high among the managers with low traits of counter-productive behaviour and very low among managers with a higher tendency of CWB. Sarantuya et al. (2019) examined the impact of employee satisfaction on employee loyalty as well as organizational performance of the organization based on the case of the Mongolian banks and results of the survey demonstrated that the employee loyalty can be maintained through increasing employee satisfaction. Also, Kabir and Rahman (2019) examined employee loyalty's relationship with work life balance opportunities in private commercial banking sector of Bangladesh. The findings are based on the employees' present situation of work life balance in connection with employee loyalty. In a related study, Nwachukwu et al. (2019) determined the



employee loyalty and organizational commitment in Port Harcourt and found that there exist a positive relationship between financial benefit, manager attitude and organizational commitment. To achieve the aim of the study questionnaire survey was used. Also the results show that there is a positive and significant impact of organizational commitment on employee loyalty in Port Harcourt organizations.

Aims and Objectives of the Study

The aim of this study is to determine the relationship between organizational goal personalization and organizational performance of Paint Manufacturing Firms in Rivers State. The objectives of the study includes to:

1. Determine the extent to which organizational goal personalization influences corporate image of Paint Manufacturing Firms in Rivers State.
2. Determine 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. To what extent does organizational goal personalization influence resource maximization of Paint Manufacturing Firms in Rivers State?
3. To what extent does organizational goal personalization influence 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:

- Ho₁: Organizational goal personalization does not have any relationship with corporate image of Paint Manufacturing Firms in Rivers State.
- Ho₂: Organizational goal personalization does not have any relationship with resource maximization of Paint Manufacturing Firms in Rivers State.
- Ho₃: Organizational goal personalization does not have any relationship with customer service of Paint Manufacturing Firms in Rivers State.

Conceptual Review

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 and Allen (1997) in Zeb-Obipi and 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. 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.

Concept of Organizational Performance

Organizational performance is denoted as sum of accomplishments that has been achieved by all departments. It is the business goals that have been set in a given period of time to outline its accomplishments that are involved in each stage. The idea of business performance is affiliated to the growth, development and survival of the business (Ahmed & Shafiq, 2014). Organizational performance is a multifarious construct that consists of four elements via customer, financial, market and human. Hitherto, business performance among others include customer satisfaction, customer patronage and retention, financial performance (revenue, profits, market position, cash-to-cash cycle time, and earnings per share), management-employee organizational effectiveness (task accomplishment, quality output, productivity, time to market, level of innovation, management competency, companymanship, management utility function, etc). In order to achieve the desired level of organizational performance, many organizations have restructured, and implemented total quality management programs and introduced competitive staff benefits. Analyses of the sustained superior business performance of some organizations have attributed their success to the specific cultures of the respective organizations (Zheng & McLean, 2010).

Shadi et al. (2018) stressed that organizational performance is a vital issue for all profit making and non-profit organizations, and that business performance is the most important criterion in assessing organizations, their actions, and their environments. Improving business performance is a prerequisite for strategic management of the organization that seek maximum performance (Cania, 2014). Performance is a comprehensive concept for all activities in organizations of all types. Organizational performance is defined as a quality of work, efficiency of staff in decision making, improvement and development of processes, staff relationship with their leaders, diversity of services and products, innovations, market share, staff skills and experience in problem solving, new methods and modern techniques of product development (Imran, 2014). 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). Organizational performance is the ability of the organization to access and handle various organizational resources in order to achieve its goals and objectives (Sangiorgi & Siboni, 2017). There is an agreement among researchers that a performance measurement system is vital for organizations because it provides information on the quality of their operations within



organizations, it helps in the development of strategic plans, and it evaluates the achievement of organizational goals (Alrowwad et al., 2017).

In the light of the above, organizational performance is conceptually the extent to which the operational activities of a corporate entity bring about the achievement of innovative products, delivery of quality service, and profitability for the organization. It is a process to enhance both the effectiveness and efficiency of an organization and as well as the wellbeing of its member through planned interventions. Among others, it is of importance to note that business performance was referring to the real output or outcome of an organization as measured against its intended outputs, goals and objective. Organizational performance is the real outcome or consequences of a business such as an airline operator as compared alongside its future goals or objectives. It also cuts across strategic planners, operations, finance, legal, and organization development as a matter of concern to authorities in many fields of endeavor. Also, it is psychotherapy of an organization's output as measured by goals and purpose. Inside business group, three main results are calculated: financial performance, shareholder value performance (in some cases, production capacity performance may be analyzed) and market performance. Business performance is tied to operational setting and work performance of the organization. Work performance here means the way management and employees perform their work as related to the technological environment and adoption of technological devices to run the business, effectively and efficiently. This work, however, measures the performance of a business organization such as an airline operator in terms of corporate image, resource maximization, and customer service.

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.

Hence, resource maximization conceptually refers to the ability of administrative workgroups to make best use of human and material resources at their disposal to achieve set targets. Resources are very much important in the day to day investments and decision making process. Financial resources for example may include cash, loans, debt funds, equity funds, bonds, bills, securities, shares, small loans from friends and families, short term and long term loan (Dibrova, 2016). All the business operations are based on the how well they manage their resources to get the efficient work. If the resources are better maximized, much of the operations get smooth and organization grows in a best way. If resources are not managed well it leads to the complexity of the work and problems for the organization's employees to work in a rich environment. It leads the organizations to the profit side so that it impacts on the overall performance of the business (Xiang & Worthington, 2017). In [organizational studies](#), resource management which is used in



place of resource maximization is the efficient and effective development of an organization's resources when they are needed. Such resources may include financial resources, inventory, human skills, production resources, or [information technology](#) (IT) and natural resources. Resource maximization is a key element to activity resource estimating and project human resource management, This essentially leads to better utilization of resources, cutting out waste and ultimately yielding greater productivity (Sharma, 2019). Strategic of resources maximization will also see an organization working smarter rather than investing longer hours in getting a job done. One cardinal example of organizational resource is financial resource. Vitez (2013) defined financial resources as funds for starting or continuing business operations. Financial resources therefore mean cash or credit available to agricultural enterprise for starting and running the business. Financial resources are the purchasing power of an enterprise. The purchasing power could be in form of cash or credit. Financial resources management concerns with the effective and efficient utilization of the organization funds to get the goals of the organization (Al-Najjar & Al-Najjar, 2017).

In the work of Al-Najjar and Al-Najjar (2017), they also maintained that resource maximization is important since organization have a limit on available resources. This is one of the basic axioms of economics: every direction of allocation competes for 'scarce' resources. Nevertheless, Sharma (2019) postulated that organizations could maximize their resource by keeping track of expenses and budgets, automation, and professional consultation. Notwithstanding, the determinants of Resource maximization in this work are financial resource maximization, human Resource maximization, and operational efficiency.

Organizational Goal Personalization and Organizational Performance

This 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. In other words, 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. The development of affective commitment (i.e organizational goal personalization) involves recognizing the organization's worth and internalizing its principles and standards (Beck & Wilson, 2016; Dixit & Bhati, 2012). 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. 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 behoove 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 (Beck & Wilson, 2016; Dixit & Bhati, 2012).

Personalizing the goals of an organization entails identification with organizational goals, goal acceptance, and goal pursuance, amongst other things. A worker who identifies with goals of the organization remains in the organization because he want 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 (Rousseau, 2015). Katzenbach (2017) describes an 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. Employees who personalize the goals of their organization heartily accept the culture and values of the organization. They do not allow their personal feelings or goals to interfere with organizational goals. It is the organization's will that comes first before theirs at all times. Jaja and Okpu (2013) stated 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.

Theoretical Review

Equity Theory

Adams' Equity Theory is named for John Stacey Adams, a workplace and behavioral psychologist, who developed his job motivation theory in 1963. The Adams' Equity Theory of motivation states that positive outcomes and high levels of motivation can be expected only when employees perceive their treatment to be fair. The theory is hinged on the assumption below:

The theory is built-on the belief that employees become de-motivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs.

From the above assumption, it can be deduced that employees can be expected to respond to that belief in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs exist), reduced effort, becoming disgruntled, or, in more extreme cases, perhaps even disruptive. Much like many of the more prevalent theories of motivation (such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory), Adams' Equity Theory acknowledges that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer. Adams' Equity Theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, acceptance, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles such as recognition, and so on). According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being contented, motivated employees.



Empirical Review

Irefin and Ali (2014) examined the Effect of Employee Commitment on Organizational Performance with special interest in Coca Cola Nigeria Limited. Much of the interest in analysing employee commitment stems from concern for the behavioural consequences that are hypothesised to result from it. This paper focuses on the influence of employee commitment on Organisational Performance and Employees' turnover. Both descriptive and explanatory research methodologies were adopted in this study. A five point numerically scaled Likert-Type questionnaire was constructed and administered among selected Staff of Coca Cola Nigeria Limited. The research hypotheses were tested using the Pearson Correlation Coefficient. The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover etc. Some of the recommendations made are that: the management should hire employees who are likely to become linked to the organization; management should create clear and realistic job and organizational previews.

Princy and Rebeka (2019) examined the impact of employee commitment on organizational performance in machine tools manufacturing industry in Vellore, Tamil Nadu, India. Employee commitment plays the major part in the growth of the organization performance. Many organizations want to increase their performance. The employee commitment will boost the employee's performance in the organization. The behavior of commitment changes can be occurred in the job satisfaction, motivation and job involvement. The data was collected by 100 employees are working in machine tools manufacturing industry in Vellore, Tamil Nadu, India. The consisting of items in Questionnaire are adopted from the previous researches was used in primary data collection. The correlations method by SPSS was conducted. In this article found that employees commitment have positive related in organizational performance. The employee commitment have positively related in the job satisfaction, motivation and job involvement. The organization needs to give more important to increase the employee's commitment for high level performance.

Darius and Isaac (2020) examined the effect of each these commitment components on organizational performance using data obtained from 248 respondents drawn from a cement manufacturing company in Nigeria. Data were collected via the use of questionnaires while hypotheses were developed and tested using regression analysis. Findings indicate that while affective and continuance commitment had a significant positive effect on organizational performance, the effect of normative commitment on organizational performance was not significant. Moreover, among these three components of commitment, it was affective commitment that had the most significant positive effect on organizational performance. The study therefore concludes that while employee commitment can influence organizational performance positively, it is the nature of commitment that matters. Given that affective commitment contributes more to organizational performance, we recommend that managers should create enabling work environments that will engender the growth of affective commitment among employees.

METHODOLOGY

Explanatory research design describes a research framework that involves the test of hypotheses using primary or secondary obtained from the field using questionnaire, interview, observation or



any other appropriate social science data collection tool (Sampson, 2016). More elaborately, explanatory research design is concerned with providing explanations about the relationship between or among variables in a study. This study is explanatory in nature because it seeks to examine the relationship between employee loyalty and organizational performance within the context of paint manufacturing firms in Port Harcourt. The study therefore, adopted correlational statistical tool(s) to provide explanation on how predictor variable interacts with the criterion variable. The study equally seeks to empirically explain the moderating impact of certain organizational factors (reward factor) in the relationship between employee loyalty and organizational performance. The population of this study consisted of nineteen (19) registered paint manufacturing firms in Port Harcourt. Thus, the study is a census research which involves using the entire population rather than drawing a sample from it. The choice of census method here, is informed by the assumption that nineteen (19) paint manufacturing firms is not too large to be covered. Thus, there is no need sampling at the organizational level. 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.

DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

Univariate

Table 4.1: Items and Scores on Organizational Goal Personalization

S/N	Organizational Goal Personalization	VGE	GE	ME	LE	Total
		4	3	2	1	
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 4.1 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 4.2: 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 4.2 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 4.11 equally revealed grand mean of 3.005264. This indicates that organizational goal personalization manifest in paint manufacturing firms to a moderate extent.

Bivariate Analysis**Organizational Goal Personalization and Organization Performance**

Ho₁: Organizational goal personalization does not have any relationship with corporate image of paint manufacturing firms in Port Harcourt.

Ho₂: Organizational goal personalization does not have any relationship with resource maximization of paint manufacturing firms in Port Harcourt.

Ho₃: Organizational goal personalization does not have any relationship with customer service of paint manufacturing firms in Port Harcourt.

Table 4.3: Relationships between Organizational Goal Personalization and Organization Performance

		Organizational Goal Personalization	Corporate Image	Resource Maximization	Customer Service
Organizational Goal Personalization	Correlation Coefficient	1.000	0.897**	0.676**	0.853**
	Sig. (2-tailed)	.	.000	.000	.000
	N	76	76	76	76
Spearman's rho	Correlation Coefficient	0.897**	1.000	0.897**	0.897**
	Corporate Image	Sig. (2-tailed)	.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 4.3 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 (H_{01}) 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 4.3 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 4.3 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.

These results showed that enterprise first behaviour has a significant positive relationship with organizational performance of paint manufacturing firms in Port Harcourt in terms of corporate image, resource maximization and customer service.

Discussion of Findings

Organizational Goal Personalization and Organizational Performance

The test of hypotheses seven, eight and nine 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 behove 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 want 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 and 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 employee loyalty significantly relates with organizational performance of paint manufacturing firms in Port Harcourt. Loyalty of employee in terms employee commitment, enterprise first behavior and organizational 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 employee performance and this will have very negative force on their overall performance as business establishments.

Recommendations

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

1. Management should create modalities that will make employees to be committed affectively to their firm.
2. Management should retain employee who identify with the organizational goals and set objectives.
3. High level of interpersonal relationship should be encouraged by management of paint manufacturing firms to facilitate pursuance and attainment of goals and set objectives collectively.

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