

PROMOTIONS AND ORGANISATIONAL GROWTH: A STUDY OF INTERNATIONAL BREWERIES PLC ONITSHA, ANAMBRA STATE

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ABSTRACT

This work was about the relationship between promotion of organizational participants and organizational growth, operationalized by market share. The study is a descriptive survey design. Quota sampling technique was adopted to give every organizational participant a fair chance of inclusion. The sample size was 196. A pilot test was used to confirm the validity and reliability of the instrument. The instrument was in a Likert scale format. Data obtained from the field work was analyzed by descriptive methods of mean, percentage and frequency. The hypothesis was tested using grand mean. The finding of the study revealed that promotion of organizational participants have significant relationship to market share. The conclusion was that progressive promotion of organizational participants have significant positive relationship to organizational growth. It recommended that merit should be the criteria for promotion, and that organizational participants promoted be monitored to ensure the good work which earned them the promotion is continued, to ensure the goal of promotion is actualized.

Keywords: Promotion, Market Share, Organizational Growth.

INTRODUCTION

Business organizations are social entities who generally produce goods and services to their clients in exchange for revenue with a view to making profit, survive and grow. These social entities utilize the skills, experiences and labour of organizational participants, who are in employment contract relationship and are rewarded for their contributions towards corporate performance. Just as business organizations expend resources to grow, organizational participants also expend knowledge, skills, experiences and efforts to grow. Following Abraham Maslow's thesis that human needs are hierarchical, these organizational participants are unlikely to put in their best effort towards accomplishing organizational tasks, if only their physical needs and social needs are met, while their self-esteem and self-actualization needs are not.

Promotion as reward or incentive tends towards meeting the esteem and self-actualization needs of a worker lifting him vertically or positionally in relation to other workers. Promotions go with several privileges and benefits, is a key tool for motivation. It is usual to expect a promoted worker to work harder and smarter for the benefit of the system that has promoted him. Sadly many workers aspire for higher positions by way of promotion to acquire power and enjoy the attached privileges and benefits not necessarily to work harder for corporate growth. This is a common experience here in Nigeria, and questions the rationality and logic behind promotion as a motivational tool. It is universally known that Professors are the key academics for the production of high quality human capital. Every academic aspires towards promotion to the rank of a

Professor. When this aspiration is realized the professor reaching his peak with no other higher rank to aspire to relaxes, plays University politics for key positions, attends myriads of meetings, spend little or no time on the undergraduates which is his primary responsibility. Strives for postgraduate teaching and research that attracts extra pay, while the undergraduate teaching is given less attention. In the end, the nation suffers and bemoans low quality graduates of Universities. In the work of undergraduate teaching is now left to the junior Academic staff. Is promotion therefore the culprit for poor quality output?

The objective of this study is to examine the relationship between promotion of organizational participants and market share. The research question is, what is the relationship between promotion of organizational participants and the market share? The hypothesis is, there is no significant relationship between promotion of organizational participants and market share.

LITERATURE REVIEW

Promotion

Promotion of employees in the work place is a type of incentive given to those with above average performance and with potential for higher position. Franco-Santos and Gomez-Mejia (2015) considers promotion as advancement of a worker from a specific rank to the higher rank in a hierarchical system. This agrees with Noe, Hollenbeck, Gernart and Wright (2003), who presented promotion as the advancement of a worker from a lower position to a higher position with greater challenge, more responsibility and authority. Promotion is said to be the opposite of demotion which is placement lower than the previous position with less authority. While demotion usually is punitive or due to unacceptable performance. Promotion connotes upward vertical placement which attracts higher pay, higher status, more challenges, higher authority and responsibility. Noe, Hollenbeck, Gerhart and Wright (2004) noted that organizations sometimes use promotion to fill critical positions at the top other than recruitment from outside the organization. According to Rue and Byars (2000), promotion is an extrinsic reward with potential to motivate employees for higher performance. They opined that promotion moves an employee to a job that attracts higher pay, higher status and as such higher performance. Generally the criteria for promotion include merit or seniority, thereby connotes management admission that the worker in question at least performs above average and can be trusted with higher responsibility. Promotion is therefore a way of rewarding and encouraging performance according to Rue and Byars (2000) and this agrees with Armstrong (2012) who advocates promotion as a tool of motivation.

Organizational Growth

Organizations are goal directed social entities that are deliberately structured, Onwuzuligbo and Osisoma, (2018). To be goal directed implies quest to realize its vision by delivery of its purpose to its host society guided by its mission statement towards its objectives and moderated by its core values within a time frame. Regular achievement of organizational goals spells organizational growth. Organizations are not only social entities, they are like living organisms with life, according to Onwuzuligbo (2023). This is because organizations receive input in terms of nutrients, they can be classified as healthy or sick, alive or dead. In their sickness, they may recover or may not, they grow and may be stunted- organizations grow intensively or extensively. The dimensions of organizational growth are diverse. They can grow in terms of profitability, volume of business, number of clients, asset base, market share, geographical spread and so on. Amoako

(2016) indicates that firm growth as the measure of successful business growth refers to improvement in organizational performance relative to their goals.

Market Share

The existence of economies and diseconomies of scale imply that small firms suffer from lack of economies of scale and large firms enjoy significant cost advantages due to economies of scale. At the same time, if the size of a firm gets too large, the firm may start suffering from diseconomies of scale which will tend to negate the benefits of large size. Market share may not only contribute to profitability beyond a certain size but it may be detrimental as well. Firms with market shares larger than 40% lose their advantages from scale and scope and experience diminished performance (Sheth & Sisodia 2012). The PIMS-based research does not reveal whether profitability will eventually decrease at very high market-share levels in light of evidence of diseconomies of scale. Experience economies, on the other hand, result from cumulative experience and the associated cost reductions as a result of accumulating production and learning. The existence of experience curves has been documented in numerous studies (Yanopoulos 2017). But it also has become apparent that higher cumulative volume does not automatically lead to lower cost but there must be a conscious effort to take advantage of the potential for cost reductions (Yannopoulos 2017).

Expectancy Theory

The Expectancy theory was propounded by Victor Vroom in 1964. This theory though focuses on the link between rewards and behaviour too emphasizes expected rewards rather than experienced rewards. In other words, it is mainly concerned with effects of incentives. It stresses that behaviours (job performance) can be described as a function of ability and motivation while motivation is a function of expectancy, instrumentality, and valence perceptions. According to Vroom (1964), the motivational force that drives behaviour is a product of these three variables. Each premise has an assigned value. Expectancy and instrumentality range from 0-1 while valence ranges from -1 to 1. Therefore, if any of the variables are equal to 0, motivation force will be absent. If valence is less than 0, the motivation force will be directed towards avoidance of the result.

Expectation is the workers' anticipation that a certain effort on their part will lead to a specific performance. It is the degree to which an individual believes that their ability will lead them to goal achievement and it ranges from 0 (no expectation) to 1 (full expectation). Instrumentality is a perception that the given outcome on their part will lead them to receiving an anticipated reward. It also ranges from 0 (no anticipated reward) to 1 (adequate anticipation of reward) (Lunenburg, 2011)

Valence is the degree to which an individual has a preference for a given outcome. Valence can be positive whereby an individual desires to attain a reward, or negative whereby an individual wishes to avoid the attainment of a reward (Lloyd & Mertens, 2018)

This theory shows how reward affects the performance of the employee thereby affecting organizational performance. Emilianova (2019) posits that the efficiency and effectiveness of the whole organization depends upon individual effectiveness and efficiency in achieving individual tasks and duties. Merging this position with the assumptions of the Expectancy theory, it can

therefore be hypothesized that effectiveness of reward strategies would improve employees' effectiveness and efficiency and this would in turn lead to the growth of the organization.

Hertzberg's Two-Factor Theory

Frederick Herzberg's well known Two-Factor Theory was designed in year 1959. Based on two hundred engineers and accountant feedback collected in the USA regarding their personal feelings towards their working environments, Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors (Robbins, 2009). Motivation Factors are Intrinsic Factors that will increase employee's job satisfaction; while Hygiene Factors are Extrinsic Factors to prevent any employee's dissatisfaction Herzberg furthered that full supply of Hygiene Factors will not necessarily result in employee's job satisfaction. In order to increase employees' performance of productivity. Motivation factors must be addressed (Yusoff, Kian & Idris, 2013)

Two-Factor Theory is closely related to Maslow's hierarchy of needs but it introduced more factor to measure how individuals are motivated in the workplace. This theory argued that meeting the lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied in order to motivate employees. Higher-level needs (intrinsic or motivation factors) must be supplied. The implication for organizations to use this theory is that meeting employees extrinsic or hygiene factors will only prevent employees from becoming actively dissatisfied but will not motivate them to contribute additional effort toward better performance. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Robbins, 2009)

According to the setting of theory, Extrinsic Factors are less to contribute to employees motivation need. The presences of these factors were just to prevent any dissatisfaction to arise in the workplaces. Extrinsic Factors are also well known as job context factors, are extrinsic satisfactions stated by other people for employees (Robbins, 2009). These factors serve as guidance for employers in creating a favourable working environment where employees feel comfortable working mode. When all these external factors were achieved, employees will be free from unpleasant external working conditions that will banish their feelings of dissatisfactions, but remains themselves neutral in neither satisfied nor motivated, however, when employers fail to supply employees Extrinsic Factors needs, employees job dissatisfaction will rise

Intrinsic Factors are actually the factors that contribute to employees' level of job satisfaction. It has widely been known as job content factors which aim to provide employees meaningful works the are able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated experience learned, and achievements harvested (Robbins, 2009) Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth. Intrinsic Factors will propel employees to insert additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improve.

This theory further proposed the Intrinsic and Extrinsic Factors are interdependent to each other Presence of Extrinsic Factors will only eliminate employees work dissatisfaction; however, it will not provide job satisfaction. On the other hand, sufficient supply in Intrinsic Factor will cultivate

employees' inner growth and development that will lead to a higher productivity and performance; however, absent of this factor will only neutralize their feeling neither satisfy nor dissatisfy on their jobs. Extrinsic Factors only permit employees willingness to work while Intrinsic Factors: will decide their quality of work These two groups of Extrinsic and Intrinsic factors are not necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but rather no satisfaction Similarly, opposite of dissatisfaction are not satisfaction, but no dissatisfaction (Robbins, 2009)

METHODOLOGY

Research Design

This study used a descriptive survey research design. Descriptive surveys design is a type of non-experimental research method, in which a researcher are two variables, understands and assess the statistical relationship between them with no influence from any extraneous variables.

Area of the Study

The area of study of this research work is International Breweries Plc Onitsha International Breweries Plc is a brewing company based in Onitsha that is 607 38.2 N6 45 54 6 Anambra State Nigeria International Breweries Plc was incorporated in December 1971 by its founder and first Chairman, Dr. Lawrence Omole under the name International Breweries Limited The Company commenced production of its flagship product Trophy Lager in December 1978 with an installed capacity of 200,000 hectoliters per mum. Following the increasing demand for its products in December 1982 the Company embarked on an expansion programme to increase its capacity 500,000 hectoliters annually. The company was listed on the floor of the Nigerian Block Exchange in April 1985

In 2008 the Warsteiner Group sold its majority shareholding to the Castel Group and in January 2012 SABMiller Plc entered into a strategic alliance with the Castel group. During this period. Significant investment was made which transformed the company and provided in with a solid foundation for growth and profitability. Starting with just two brands, Trophy Lager and Betamalt the Company has since 2010 introduced Grand Malt Grand Lager, Hero Lager, Castle Milk Stout. Castle Lite, Redds, Eagle lager, Eagle Stout and most recently the introduction of premium brands like Budweiser In 2017 the Company through a scheme of merger sanctioned by the Federal High Court, merged with Intafact Beverages Limited and Pabod Breweries Limited (companies with similar objects) in order to provide for the optimization of efficiency, leverage on economies of scale and ensure shareholder value creation amongst others. This has increased our production facilities apart from Ilesa, to Port Harcourt, Onitsha and Ogun State with corporate headquarters of the Company in Lagos. In addition, the Company operates depots in Ibadan, Lagos, Port Harcourt, Abuja, Benin and Ilorin to facilitate the re-distribution of its products in the wider urban area

Population of the Study

The actual population of this study which include; the top level managers, middle level managers and all the staff of International Breweries Plc Onitsha, which are as follows:

Table 1: Distribution of the Population by Position

S/N	Position	Number of Employees
1	Top-Level managers	15
2	Middle-level managers	30
3	Frontline managers	36
4	Supervisors	15
5	Head units	15
6	Secretaries	16
7	Receptionists	10
8	Medical team	12
9	Research and Intel	12
10	Engineers	19
11	Marketing officers	21
12	Legal team	6
13	Accounts and Records	17
14	Cashiers	14
15	Inventory managers	24
16	Maintenance and repair crew	21
17	Cooks	17
18	Loaders	36
19	Sanitation	23
20	Security	16
21	Gate keepers	9
	Total	384

Sample Size and Sampling Technique. The sample size of the study was determined using the Taro Yamane's sample size determination formula. The formula is given as;

$$n = N \frac{N}{1 + N(e)^2}$$

Where,

n = sample size

N = population size

e = error of significance; 1 = constant

Since N = 384 and e = 0.05 (5%),

$$n = \frac{384}{1 + 384(0.05)^2}$$

$$n = 195.9 \cong 196$$

The researcher used a quota sampling technique to give every employee an equal chance of being represented. The chosen probability sampling technique was the quota sampling which involved distribution of the questionnaires based on quotas of each department. The quota for each department was computed by dividing the size of each department by the total population and then multiplying by the sample size. The distribution of the questionnaire is shown in table 3.2.

Table 2: Sampling Distribution

S/N	Position	No of Staff	Quota	Quota X Sample size
1	Top-Level managers	15	$15/384 = 0.039$	$0.039 \times 196 = 7.6 \cong 8$
2	Middle-level managers	30	$30/384 = 0.078$	$0.078 \times 196 = 15.3 \cong 15$
3	Frontline managers	36	$36/384 = 0.094$	$0.094 \times 196 = 18.4 \cong 18$
4	Supervisors	15	$15/384 = 0.039$	$0.039 \times 196 = 7.6 \cong 8$
5	Head units	15	$15/384 = 0.039$	$0.039 \times 196 = 7.6 \cong 8$
6	Secretaries	16	$16/384 = 0.042$	$0.042 \times 196 = 8.16 \cong 8$
7	Receptionists	10	$10/384 = 0.026$	$0.026 \times 196 = 5.1 \cong 5$
8	Medical team	12	$12/384 = 0.031$	$0.031 \times 196 = 6.17 \cong 6$
9	Research and Inten	12	$12/384 = 0.031$	$0.031 \times 196 = 6.17 \cong 6$
10	Engineers	19	$19/348 = 0.049$	$0.049 \times 196 = 9.7 \cong 10$
11	Marketing officers	21	$21/384 = 0.055$	$0.055 \times 196 = 10.7 \cong 11$
12	Legal team	6	$6/384 = 0.016$	$0.016 \times 196 = 3.13 \cong 3$
13	Accounts and Records	17	$17/384 = 0.044$	$0.044 \times 196 = 8.9 \cong 9$
14	Cashiers	14	$14/384 = 0.036$	$0.036 \times 196 = 7.29 \cong 7$
15	Inventory managers	24	$24/384 = 0.062$	$0.062 \times 196 = 12.4 \cong 12$
16	Maintenance and repair crew	21	$21/384 = 0.055$	$0.055 \times 196 = 10.7 \cong 11$
17	Cooks	17	$17/384 = 0.044$	$0.044 \times 196 = 8.9 \cong 9$
18	Loaders	36	$36/384 = 0.093$	$0.093 \times 196 = 18.4 \cong 18$
19	Sanitation	23	$23/384 = 0.060$	$0.060 \times 196 = 11.6 \cong 12$
20	Security	16	$16/384 = 0.042$	$0.042 \times 196 = 8.16 \cong 8$
21	Gate keepers	9	$9/384 = 0.023$	$0.023 \times 196 = 4.41 \cong 4$
	Total	384	$384/384 = 1.000$	$1.0 \times 196 = 196$

Instrument for Data Collection

The data used for this study was gathered using a research questionnaire developed by the researcher. The questionnaire contains four sections, Section AD Section A contains information on the demographic classification of the respondents. In line with the objectives of the study. Sections B, C and D contains questionnaire statements relating to direct pay and expansion; health benefits and service delivery, and promotion and market share respectively

Based on the response pattern (strongly agree to strongly disagree), there are 5 responses with 4 intervals (1-2, 2-3, 3-4, 4-5) between them therefore a response range is computed as 4/5 which gives 0.8. Thus, the range for each response are as follows;

5.00 - 4.21 = Strongly Agree

4.20 - 3.41 = Agree

3.40 - 2.61 = Undecided

2.60 - 1.81 = Disagree

1.80 - 1.00 = Strongly Disagree

Validity and Reliability of the instrument –

The instrument was subjected to face and content validity. Its reliability was determined based on test, retest of a pilot study of 25 non-teaching staff of Nnamdi Azikiwe University, Awka. Spearman Brown correlation coefficient was used to determine its reliability with the average correlation coefficient of 0.84.

Method of Data Presentation and Analysis

The data were presented using tables and charts. The data used were analyzed using descriptive methods which include means, frequencies and percentages.

Test of Research Hypotheses

The grand means which refers to the mean of means were used to test the research hypotheses. The decision rule is that the null hypothesis of a significant relationship is rejected if the grand mean falls within the range of agree and strongly agree (5.00 to 3.41, as shown in section 3.5), otherwise, the null hypothesis is accepted.

DATA PRESENTATION AND ANALYSIS

Data Presentation

The demographic data of the respondents which include age distribution, educational attainment, marital status, position, years of service and nature of employment, were all displayed in charts as follows:

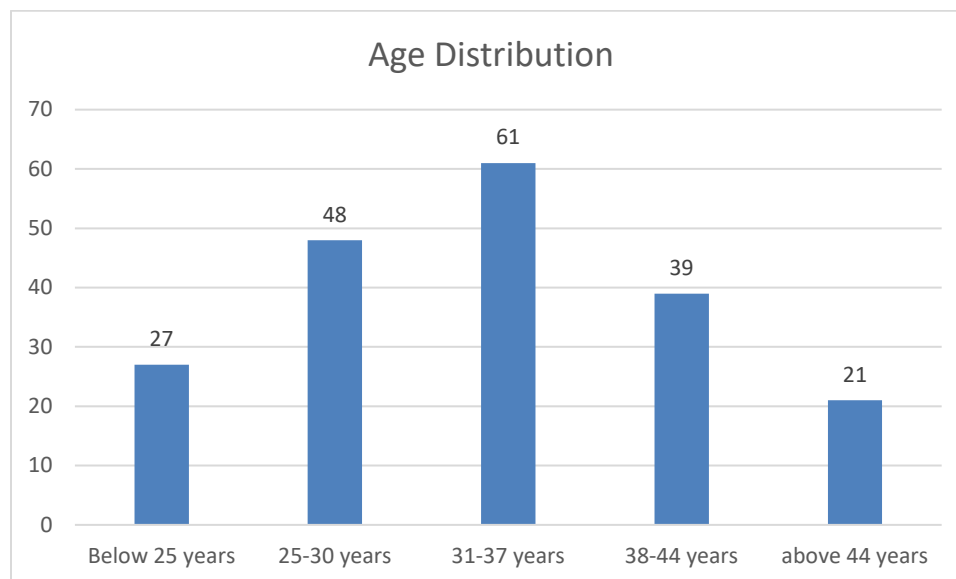


Figure1: Age Distribution of the Respondents
Source: Survey Data

The data shown in figure above reveals that 27 (13.8%) of the respondents are below 25 years while 48 (24.4%) of the respondents are within the ages of 25 to 30 years of age. Majority of the respondents (n=61, 31.1%) fall within the ages of 31 to 37 years of age. 39 respondents which make up 19.9% of the sample size are within the age bracket of 38 and 44 years. The lowest observation was recorded in the age bracket above 44 years.

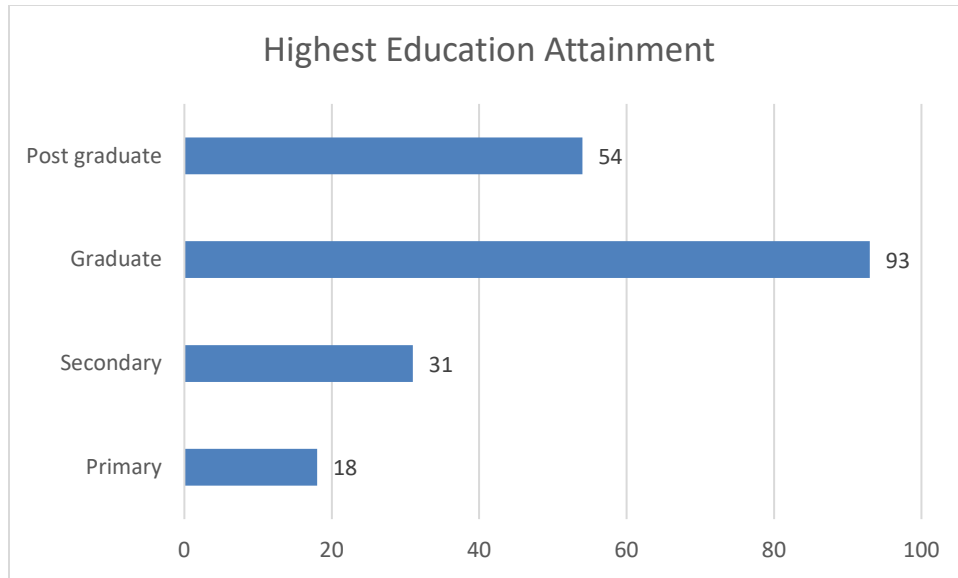


Figure 2: Highest Educational Attainment

Source: Survey Data

As shown in figure above, 18 respondents (9.1%) have only attained primary school qualification, while 15% (n=31) of the respondent have attained only secondary school certification. The most observation of educational attainment among the respondents is that of the graduate certification (n=93; 47.49%) while 54 (27.6%) of the respondents have attained post graduate degrees.

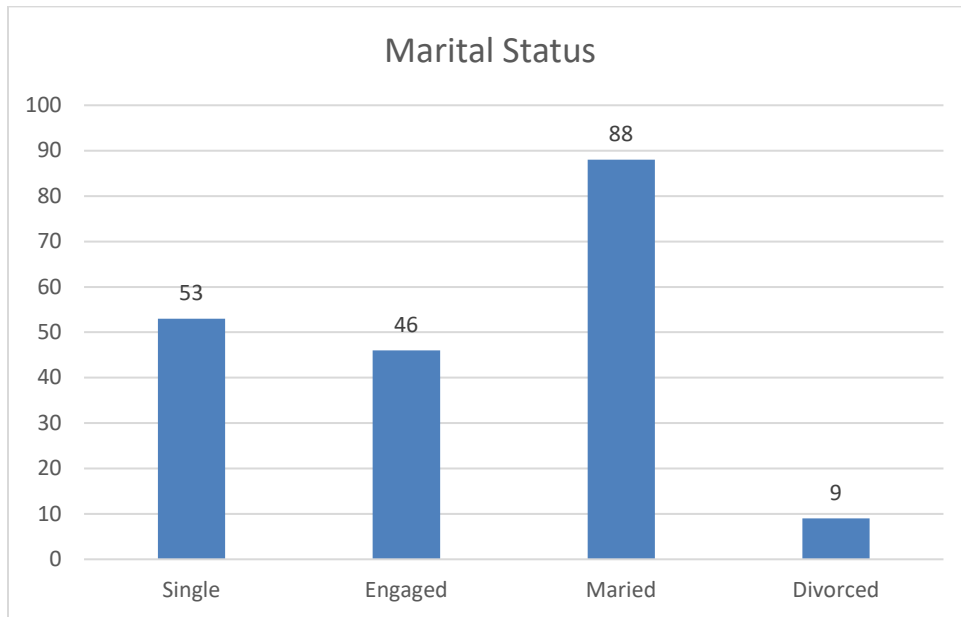


Figure 3: Marital Status Distribution

Source: Survey Data

The data in figure above reveals that majority of the respondents (n=88) are married while the next largest observation, 53 respondents, are single. 46 respondents (23.5%) are engaged while just 4.6% of the respondents are divorced.

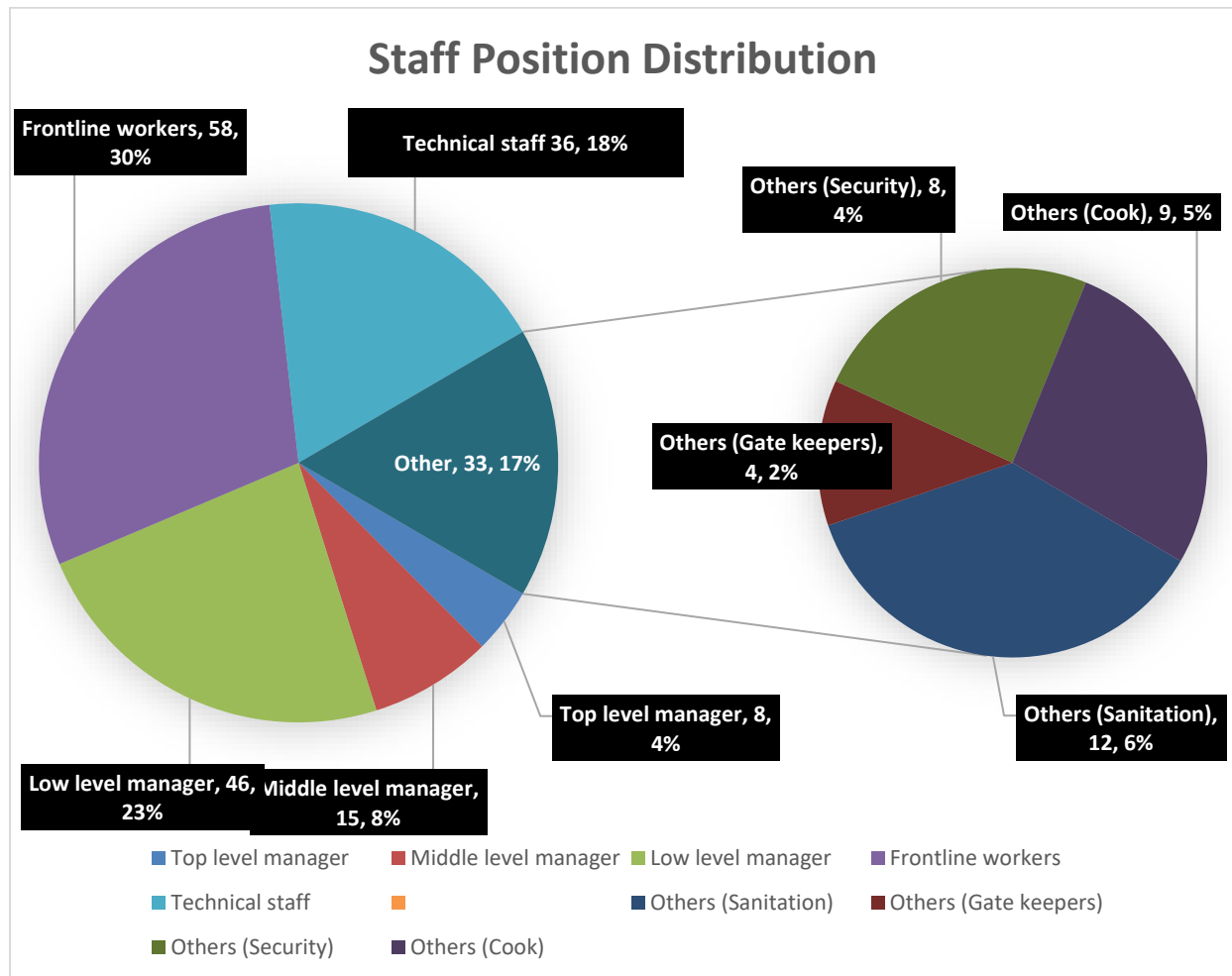


Figure 4: Staff Position
Source: Survey Data

As shown in the pie chart above 4% of the respondents are top management, 8% are middle level managers 23% are frontline managers. The largest portion of the respondents are frontline workers (n-58; 30%). 18% of the respondents are technical staff which includes medical staff, engineers, maintenance and repairs, lawyers and research team. Other staff make up 17% of the respondents which were specified as cooks (5%), sanitation (6%), security (4%) and gate keepers (2%).

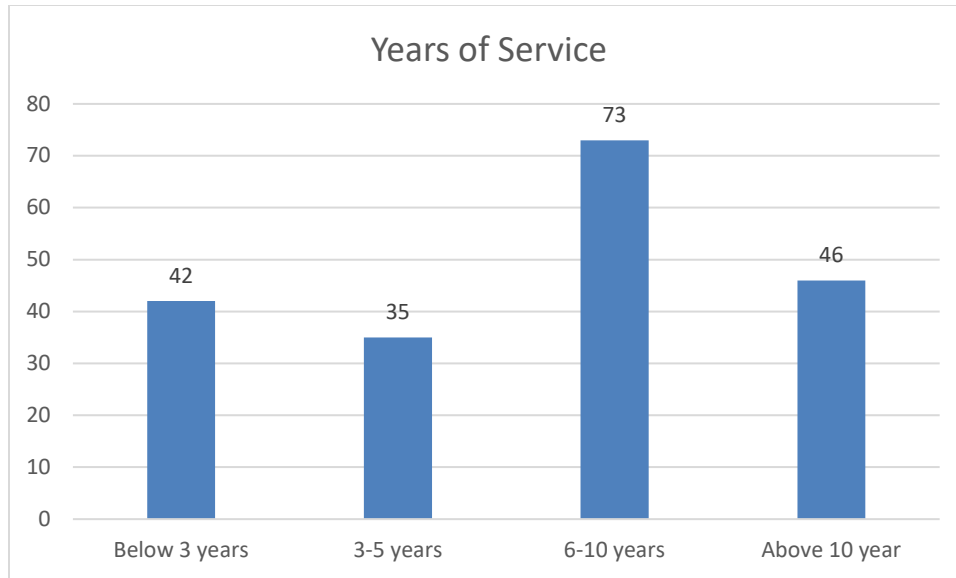


Figure 5: Distribution by Years of Service

Source: Survey Data

42 respondents are shown in figure above to have served for no longer than 3 years. 35 of them have served up to and above 3 years but not up to 5 years. The majority of the respondents are between their 6th to 10th year working with the firm while 46 of the respondents have served for longer than 10 years.

Table 3: Distribution of Responses for Promotion and Market Share

S/N	Questionnaire	SA	A	U	D	SD	N
1	The promotions I get makes me do more for the company in my area of responsibility	57	81	38	14	6	196
2	Good promotion system in the company makes me put in more effort in my area of duty	52	74	51	10	9	196
3	Promotion in the company is based on merit, therefore I am eager to do the best I can in my line of duty	41	63	62	18	12	196
4	Everybody gets the chance to be promoted, I am happy to work well.	37	68	59	27	5	196
5	Knowing that I could be promoted makes me put extra efforts in my work at the company.	51	87	31	21	6	196

Source: Survey Data

Table 4: Analysis of Responses for Promotion and Market Share

S/N	Questionnaire Item (Multiplier)	SA (5)	A (4)	U (3)	D (2)	SD (1)	Total	N	Mean	Remark
1	The promotions I get makes me do more for the company in my area of responsibility.	285	324	114	28	6	757	196	3.86	Agree
2	Good promotion system in the company makes me put in more effort in my area of duty	260	296	153	20	9	738	196	3.77	Agree
3	Promotion in the company is based on merit, therefore I am	205	252	186	36	12	691	196	3.53	Agree

	eager to do the best I can in my line of duty									
4	Everybody gets the chance to be promoted, I am happy to work well.	185	272	177	54	5	693	196	3.54	Agree
5	Knowing that I could be promoted makes me put extra efforts in my work at the company.	255	348	93	42	6	744	196	3.80	Agree
	Grand mean						3623	980	3.70	Agree

Source: Author's Computation

As shown in table above, on the average, the respondents agree (4.20 > x 3.41) that they do more in their area of responsibility owing to the promotions they get. The respondents also agree that the promotional system of the company is sound and it makes them put in more efforts. The mean responses shows an agreement to the notion that merit based promotion was a key motivator of employees in the company. The respondents also agree that equity in promotion makes them happy to work well for the improvement of the company's market share. The expectation of promotion was also a motivating factor for extra effort required for increasing the market share of the company. Overall, the grand mean reveals that the respondents agree that promotion impacts market share of organization.

Hypothesis test:

Ho3: There is no significant relationship between promotions and market share of organizations in Nigeria.

The grand mean value for promotions and market share of organization is 3.70 which fall within the agreement region (3.41 -5.00). This indicates a rejection of the null hypothesis. Therefore, there is a significant relationship between promotions and market share of organizations in Nigeria.

DISCUSSION OF FINDING

Lastly, the findings of the study revealed that promotions had a significant relationship with market share of organizations in Nigeria. Specifically, the results showed that promotions make workers give more to increasing the company's share of the market and having a good promotion system in the company makes employees put more effort in their area of duty. The findings also showed that when promotion is based on merit, employees are more committed to the performance of the organization by giving their best in their area of responsibility. The study equally found a positive relationship between working properly and equitable promotion systems and that the expectation of promotion prompts employees to put extra effort at work. This finding backs up the theoretical position of the Life Cycle theory propounded by Bennett and Levinthal (2017). This theory asserts that in seeking to be promoted to more attractive positions, employees push to create such positions where they are in decreasing supply thereby consciously and unconsciously pushing for the expansion and growth of the firm.

CONCLUSION

It is evident from the study, that promotion in organizations has significant relationship with their market share. It can therefore be concluded that promotion is a significant motivator that spurs employees to work harder towards increasing the market share of a firm.

It is recommended, therefore, that opportunities for promotions should be communicated to the employees so as to boost their performance towards improving the market share of the organization and that firms must avoid promoting workers to peak positions with little or no incentives for greater performance.

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