



Relationship Management and Organizational Commitment of Manufacturing Firms in Rivers State

NSIRIM, Ruth, AMAH, Edwinah (PhD), WEGWU, Macaulay Enyinda (PhD)

Department of Management, University of Port Harcourt, Nigeria

ABSTRACT

This study investigated the relationship between relationship management and organisational commitment in manufacturing firms in Rivers State. Two hypotheses were formulated in null form. The research was a correlational design study with a population of 1614 employees, a calculated sample size of 321 using Taro Yamane, and a usable sample size of 294 drawn from 6 registered food and beverage manufacturing firms in Rivers State. The research instrument was proportionately distributed to the sample employees. The hypotheses were tested using Spearman's Rank Coefficient at the 0.05 level of significance. Primary data for this study were generated using the structured questionnaire instrument. Based on the evidence, all stated null hypotheses of no significant relationships between the variables were rejected, as the test for the hypotheses showed that relationship management significantly contributes towards outcomes of organisational affective and continuance commitment. Hence, From the evidence presented, it was concluded that relationship management facilitates improved and positive relationships and interactions with significant others, which enhances the worker's commitment towards the organisation.

Keywords: Affective Commitment, Continuance Commitment, Manufacturing Firms, Organizational Commitment, Relationship Management.

Introduction

The concept of commitment encompasses multiple dimensions. The variation in the definition of commitment among academics in various fields of study is attributed to their tendency to place emphasis on different aspects of commitment (Jokivuori, 2002). Commitment can be conceptualised as a compelling factor that establishes a strong connection between individuals and a certain course of action that is pertinent to one or more objectives (Cohen, 2003). According to Heary and Noon (2001), these aims can encompass both individuals and institutions. In other words, an individual might demonstrate commitment to many entities such as friends, family, sports, organisations, and organisations simultaneously. According to Meyer and Herscovitch (2001), it is posited that employees tend to form several work-related commitments. Employees have the potential to exhibit commitment towards several aspects such as their career, occupation, objectives, team, leader, or the company they are affiliated with. Various dimensions of workplace commitment influence employees' overall commitment to the organisation, each exhibiting distinct features.

The notion of organisational commitment refers to a psychological state or attitude that creates a strong connection between individuals and a certain course of action related to one or more objectives, accompanied by a motivation to continue pursuing that course of action. According to Cooper-Hakim and Viswersvaran (2005), The concept of commitment, as described by Porter, Steers, Mowday, and Boulian (1974), refers to a profound conviction and willingness to embrace the objectives set forth by an organisation. The inclination to invest substantial effort in support of the organisation and the aspiration to sustain organisational membership. According to Meyer and Herscovitch (2001), In their seminal work, Allen and Meyer (1990) delineated three fundamental dimensions of organisational commitment, namely affective commitment, normative commitment, and continuance commitment. These dimensions encompass crucial elements pertaining to the emotional connection and loyalty of employees towards their respective organisations (affective commitment), their moral obligations and sense of duty towards the organisation (normative commitment), and their inclination to remain with the organisation due to limited alternative options (continuance commitment).

Based on the examination of pertinent literature, it becomes evident that although there is a notable abundance of research on organisational commitment, there are still apparent gaps in understanding that remain. The scarcity of research studies on the topic under investigation, specifically in the industrial sub-sector of developing economies like Nigeria, is apparent despite the extensive body of research conducted on emotional intelligence (relationship management) and its correlation with organisational commitment in the public sector and educational institutions in Malaysia, Pakistan, Asian countries, Europe, and the USA. The study conducted by Guleryaz et al. in 2008, as referenced in the work of Aghabozorgi et al. in 2014 and Baridam in 2021, is of particular relevance.

The existing void in the academic literature necessitates further investigation and scholarly attention. Moreover, the incorporation of the association between relationship management and organisational commitment in the introductory section deviates from conventional research that often employ culture or structure as a moderating factor in connection to the criterion variable. Therefore, it is imperative to conduct a comprehensive investigation on the subject matter of relationship management and organisational commitment inside manufacturing enterprises located in Rivers State.

Aim and Objectives of the Study

The objective of this study is to ascertain the correlation between relationship management and organisational commitment of manufacturing firms in Rivers State. Therefore, the subsequent specific objectives are articulated as follows:

- to investigate the correlation between relationship management and affective commitment of manufacturing firms in Rivers State.
- to evaluate the relationship between relationship management and continuance commitment of manufacturing firms in Rivers State.

Research Hypotheses

H₀₁: There is no significant relationship between relationship management and affective commitment of manufacturing firms in Rivers State.

H₀₂: There is no significant relationship between relationship management and continuance commitment of manufacturing firms in Rivers State.

Concept of Relationship Management

According to Goleman (1998), the fourth component of emotional intelligence involves the capacity to motivate, exert influence, and foster the growth of others, all while effectively handling conflicts. According to the research conducted by Mustafa, Ismail, and Buntat (2014), it is hypothesised that the efficacy of our interpersonal abilities is contingent upon our capacity to either align ourselves with or exert an impact on the emotional state of another individual. According to Garner (2009), leadership encompasses the ability to exert influence and persuasion on others, effectively manage and enhance the performance of individuals, harness and oversee the different capabilities of a team, and demonstrate proficiency in negotiation and dispute resolution.

The concept of relationship management involves the management of social relationships. It is characterised by the capacity to effectively navigate encounters by utilising emotional awareness, both of oneself and others. This entails engaging in clear communication and employing effective strategies for conflict resolution (Lam & O'Higgins, 2012). Suifan, Abdallah, and Sweis (2015) delineate the relationship cluster by identifying six skills, which can be enumerated as follows:

Enhancing the Capabilities of Others: Perceiving the Developmental Requirements of Others and Strengthening their Competencies

The topic of discussion pertains to the concept of inspirational leadership, which involves the act of inspiring and guiding both individuals and groups.

Change Title: Catalysts: Agents of Change Initiation and Management Abstract: This paper explores the concept of catalysts in the context of initiating and managing change. Catalysts are individuals or entities that play a crucial role in driving and overseeing transformative processes inside

The Art of Persuasion: Employing Effective Strategies for Influence

Conflict management is a crucial skill that involves the process of negotiating and resolving disagreements.

Teamwork and collaboration refer to the process of engaging with others in order to collectively work towards shared objectives. This involves harnessing the collective efforts and skills of a group to create a synergistic effect in the pursuit of common goals.

The management of relationships presents a noteworthy difficulty in both personal and professional contexts. Leaders who possess a high level of emotional intelligence can effectively navigate this obstacle by developing a mastery or heightened awareness of their own emotions as well as the emotions of others (Goleman et al., 2002). Proficiency in cultivating the growth of individuals is a distinguishing characteristic of exceptional managers, particularly those in sales management roles. According to Watkin (2002), those who are effective possess the ability to perceive and interpret the reactions of others, allowing them to adjust their own replies accordingly in order to steer the interaction in the most favourable path. The quality of emotional competence consistently manifests as a distinguishing characteristic of high-achieving individuals, notably in managerial, executive, and supervisory roles. It is posited that individuals possessing this particular competency exhibit a broader repertoire of persuasive methods compared to their counterparts. These strategies encompass impression management, employment of dramatic arguments, and appeals to reason. In order to demonstrate competence, individuals must exhibit authenticity and prioritise group objectives over personal interests. Failure to do so may result in the transformation of persuasive tactics into manipulative strategies.

Concept of Organisational Commitment

The concept of commitment is multifaceted, and scholars across several disciplines often describe it with a focus on certain aspects (Jokivuori, 2002). Commitment has been defined as a cognitive and emotional condition that connects individuals to a specific course of action pertaining to one or more objectives, accompanied by a readiness to endure and persevere in that chosen course of action (Cooper-Harkim & Viswersvaran, 2005). The aforementioned aims, as suggested by Heary and Noon (2001), have the potential to encompass individuals as well as organisations. For instance, individuals have the capacity to demonstrate commitment to both their personal relationships with friends and family, as well as their involvement in sports, organisations, and organisations concurrently.

Organisational commitment is defined as an employee's cognitive and affective attachment to the goals and values of the organisation, their intention to continue their membership within the organisation, and their demonstration of loyalty towards the organisation (Mowday et al., 1982). As a result of the dynamic nature of the business landscape, managers and business proprietors are continuously seeking dedicated personnel who exhibit strong motivation to invest their efforts and resources towards the achievement of organisational objectives. According to Pfeffer and Jeffrey (1998), the presence of competent and creative human resources is crucial for businesses to successfully attain their objectives. These individuals are widely recognised as the organization's most valuable assets. Employees that are dedicated and loyal to their organisation are often referred to as the human capital assets. These individuals play crucial roles in influencing the level of production and profitability within the firm (Alika & Aibieyi, 2014).

The emergence of the idea of organisational commitment can be attributed to research that have delved into the exploration of employee-organisation links (Mustafa, Ismail, & Buntat, 2014). Mowday and Spencer (1981) argue that the presence of committed employees can yield advantages such as enhanced performance, decreased turnover, and reduced absenteeism. In a similar vein, Meyer and Allen (1991) offer empirical evidence supporting the notion that organisational commitment is a multifaceted construct that offers a comprehensive understanding of the relationship between employees and their work-related actions. According to the definition provided by O'Reilly and Chatman (1986), organisational commitment refers to a psychological bond or attachment that individuals form with an organisation.

Concept of Affective Commitment

In a seminal study conducted by Mowday et al. (1982), it was shown that affective commitment may be classified into four distinct categories, including personal qualities, structural features, job-related characteristics, and work experience. From a personal characteristics standpoint, employees demonstrate a willingness to make commitments for various motives, including personal professional ethics (Buchanan, 1974; Kidron, 1978), personal responsibilities (Wayne, Gryphon, & Bateman, 1986; Mowday et al., 1982), and personal interests, among others (Dubin, Champoux, & Porter, 1975). Several studies have demonstrated that employees vary in their inclination to make commitments (Wayne, Gryphon, & Bateman, 1986; Mowday et al., 1982). Furthermore, it is worth noting that environmental variables have also played a significant role in shaping individual commitments (Meyer & Allen, 1991). According to previous research conducted by Hackman and Oldham (1976) as well as Hulin and Blood (1968), there exists a positive correlation between the degree of compatibility between an individual's personal attributes and their surrounding environment, and the level of activity in their reaction. Conversely, a negative relationship is observed when the compatibility is lacking. Furthermore, it is worth noting that the structural qualities of an organisation have a significant correlation with employee dedication, as highlighted by Meyer and Allen (1991).

Affective commitment refers to the emotional bond that employees develop towards their organisation, characterised by a sense of identity and active engagement. According to Allen and Meyer (1990), individuals who possess a high level of emotional commitment are more likely to remain inside an organisation due to their intrinsic motivation to do so. Hence, this particular manifestation of dedication is founded upon individual volition. Nevertheless, a consensus has not yet been reached about the precise mechanisms that contribute to its formation. However, Meyer and Herscovitch (2001) believe that any factor that enhances the likelihood of the subsequent three factors will facilitate the development of affective commitment in individuals. Initially, a human becomes engaged, indicating a state of personal motivation or immersion, in a path of action. Furthermore, an individual acknowledges the significance or pertinence of the entity or the course of activity to their own person. According to Meyer and Herscovitch (2001), an individual's identity is influenced by their relationship with an entity or a certain line of conduct. Among the three kinds under consideration, affective commitment has received the most extensive research attention, as evidenced by the works of Meyer, Stanley, Herscovitch, and Topolnysky (2002) as well as Bergman (2006).

Concept of Continuance Commitment

Continuance commitments refer to the obligations individuals have towards the ongoing functioning of an organisation, as defined by Allen and Meyer (1991). These commitments typically stem from the perceived benefits associated with remaining in the company. Continuance commitment to the reaction refers to an individual's subjective evaluation of the potential disadvantages associated with disengaging from the situation. Beker (1960) posited that the level of sustained dedication is contingent upon factors such as age and tenure (Aranya & Jacobson, 1975; Ferris & Aranya, 1983; Parasuraman & Alutto, 1984; Stevens et al., 1978). According to Meyer and Allen (1984), employees who are younger in age tend to exhibit a higher likelihood of voluntarily quitting their company throughout their tenure. This can be attributed to their relatively limited work experience compared to older employees, as well as the reduced costs associated with leaving the organisation for younger individuals.

The continuing commitment of individuals inside an organisation is influenced by the magnitude or extent of the organization's investments, as noted by Farrell and Rusbult in their study conducted in 1981. According to Meyer and Allen (1991), when firms augment their investments in terms of quantity or magnitude, it results in a decrease in the attractiveness of alternative options available in the market. Simultaneously, such organisations become more appealing to employees, leading to an increase in employee commitment. Furthermore, it is worth noting that job satisfaction has emerged as a significant determinant influencing employees' sustained dedication (ibid.). When employees experience higher levels of job satisfaction, there is a positive correlation between the cost associated with their leaving and their likelihood of exhibiting continuance commitment, hence increasing the probability of their continued employment within the firm.

Theoretical framework

Cohen (2007) Four Component Commitment Model

One notable distinction between this particular model and alternative models lies in its incorporation of a temporal dimension. The study differentiates between pre-entry organisational commitment and commitment that is established after entering the company. Additionally, the other two components of commitment are identified as either instrumental or psychological attachment. According to Cohen (2007), individuals are believed to develop propensities for instrumental commitment and normative commitment prior to joining an organisation. The concept of instrumental commitment propensity refers to an individual's overall anticipations regarding the nature of their interaction with an organisation, as well as the anticipated advantages and rewards they may obtain from the organisation in exchange for their contributions. The normative commitment tendency refers to a broad ethical obligation that individuals feel towards their organisation. According to Cohen (2007) and Elina (2014), it has been observed that employees tend to build both instrumental and affective commitments when joining an organisation. Instrumental commitment refers to the extent to which an employee's expectations regarding the benefits and rewards associated with their employment are fulfilled. Affective commitment refers to a psychological bond with an organisation, characterised by emotional engagement, identity, and a sense of belonging.

According to Cohen (2007), the development of instrumental commitment is observed to occur at a faster rate than affective commitment upon an individual's entry into an organisation. It is posited that the latter kind of commitment necessitates a longer duration and a greater amount of knowledge to fully manifest (Cohen, 2007). The notion of instrumental commitment is often regarded as lacking depth due to its foundation on a purely tangible transaction. Hence, it is imperative for organisations engaging in such exchanges to consider the possibility that individuals may readily switch employers upon receiving more favourable incentives from alternative companies. When examining commitment levels, affective commitment is seen as the most profound and elevated kind of commitment, with instrumental commitment also playing a role in its formation. The significance of higher-order requirements in enhancing employee commitment cannot be overstated. According to Cohen (2007), After careful examination of many models of organisational commitment, the model proposed by Allen and Meyer has been selected as the framework for this study. This model encompasses three dimensions of organisational commitment, namely affective commitment, normative commitment, and continuity commitment. This assertion is corroborated by other scholars who argue that Allen and Meyer's approach has been predominantly employed in research on organisational commitment (Weibo, Kaur, & Jun, 2010; Markovits, Beer, & Van Dick, 2013).

Methodology

This study is a correlational study as it examines the relationship between relationship management and organisational commitment. However, the relationship between the variables is based on a non-contrived setting and is thus focused on assessing the relationship between the variables. Johnson and Gills (2010) observed that in assessing the manifestations and relationships between the variables, which are social in nature, the correlational design is considered the most suitable and adequate. The population for this study was 1614 employees from the six (6) registered food and beverage manufacturing companies in Rivers State listed on the Manufacturers Association of Nigeria (MAN) 2020 Rivers/Bayelsa directory.

The population for this study was streamlined to an accessible portion based on three main criteria: (1) registration and recognition by the Manufacturers Association of Nigeria, thus providing validation as a reputable manufacturing firm; (2) geographically situated within the context of Rivers State, enabling accessibility and reach for instrument distribution and retrieval within the time frame specified for the study; and (3) as a food and beverage manufacturing firm, facilitating focus and appropriability of findings to a particular sub-sector. The source for population units is the website of the Manufacturers Association of Nigeria (<https://www.manufacturersnigeria.org/MembersDirectory>), while unit population staff strength was estimated based on personal calls to the firms, online research, and personal visits to firms.

The sample size for this study was determined using the Taro Yamane sampling formula (Ali, 2006). The Taro Yamane is considered appropriate in this study based on its adoption of the 95% confidence interval, implied through its specification of a 0.05 error precision. According to Ali (2006), it offers social research studies a strong statistical estimate of population representativeness and modelling. The Taro Yamane formula is presented as follows:

$$n = \frac{N}{1+N(e)^2} \text{Where: } N = \text{Population (1614), } n = \text{sample size, } e = 0.05$$

Hence the calculation follows:

$$n = \frac{1614}{1 + 1614 (0.05)^2}$$

$$n = \frac{1614}{1+1614 (0.0025)} = \frac{1614}{1+4035}$$

$$n = \frac{1614}{5.035}$$

Therefore, $n = 321$

The analysis for this study was carried out using both descriptive and inferential statistical tools. Hypothesis tests were carried out using the Spearman's Rank Correlation Coefficient with the help and use of the Statistical Package for the Social Sciences (SPSS) version 25. The study will also utilise a statistical level of significance of 0.05, which is in line with the 95% confidence interval commonly adopted in social and management research.

Results

Out of the initial distribution of 321 questionnaire copies, which constituted the overall sample size for the research, a total of 311 copies were successfully retrieved, accounting for 97% of the disseminated copies. However, following the cleaning process and the evaluation for faults in the retrieved copies, a total of 294 copies, accounting for 92% of the sample, were deemed suitable for inclusion in the study's analysis. The reason for the unavailability of 10 copies is attributed to the failure of certain personnel to fulfil their retrieval responsibilities. Additionally, an additional 17 copies were lost as a result of mistakes encountered during the preparation of the questionnaire copies. Therefore, a total of 294 questionnaires were deemed appropriate and subsequently utilised in the study.

Table 1: Demographic (Descriptive) Data Analysis

Gender	Response Rates
Male	78%
Female	22%
Total	100%
Age of the Respondents	Response Rates
30-40Yrs	50%
41-50Yrs	39%
Less than 30Yrs	11%
Total	100%
Education Qualification	Response Rates
Graduate Degrees	61%
Post-graduate degrees	36%
Diploma Certificates	3%
Total	100%

Based on the data provided in Table 1, the gender distribution of the participants may be observed. The findings indicate a notable disparity in the distribution of participants based on gender in the study. Specifically, 78% of the participants were male, while only 22% were female. These results highlight the significant presence of male staff members in both the distribution and organisation aspects of the study.

Table 1 displays the outcome of the age distribution among the participants. The analysis reveals that there is a significant distribution among participants in the age range of 30 to 40 years, accounting for 50% of the total. This is followed by participants aged between 41 and 50 years, with a distribution of 39%. The category with the lowest distribution is participants aged less than 30 years, comprising only 11% of the total. The available research indicates that a significant proportion of the participants fall within the age range of their mid-twenties to early forties.

Table 1 displays the distribution of the qualifications had by the people included in the research. The available data indicates that a majority of the participants has graduate degrees (61%), followed by individuals with post-graduate degrees (36%), and a small proportion of participants who have obtained diploma certifications (3%). The distribution of individuals within the organisation indicates that graduate degree holders constitute a more prominent group.

Hypotheses Testing

Hypothesis One

H_{01} : There is no significant relationship between relationship management and affective commitment

Table 2: Analysis of the effect of relationship management (RMT) on affective commitment (ACT)

		RMT	ACT
RMT	Correlation Coefficient	1.000	.894
	Sig. (2-tailed)	.	.000
	N	294	294
ACT	Correlation Coefficient	.894	1.000
	Sig. (2-tailed)	.000	.
	N	294	294

Source: SPSS 25.0 output on research data

The Spearman correlation coefficient is a statistical measure that quantifies the strength and direction of the relationship between two variables. It is based on the observed correlation coefficient of 0.894 between relationship management and affective commitment is presented in Table 2. The aforementioned statistic demonstrates a robust positive linear association. A p-value below the threshold of 0.005 signifies statistical significance in the context of the Correlation test. A significant association has been seen between relationship management and affective commitment, indicating that increased levels of relationship management are accompanied by heightened levels of affective commitment. The findings of this study indicate a significant correlation between relationship management and affective commitment.

Hypothesis Two

H₀₂: There is no significant relationship between employee involvement and innovativeness

Table 3: Analysis of the effect of relationship management (RMT) on continuance commitment (CCT)

		RMT	CCT
RMT	Correlation Coefficient	1.000	.771
	Sig. (2-tailed)	.	.000
	N	294	294
CCT	Correlation Coefficient	.771	1.000
	Sig. (2-tailed)	.000	.
	N	294	294

Source: SPSS 25.0 output on research data

According to the findings presented in Table 3, the Spearman Correlation coefficient is calculated to be 0.771. This value indicates a robust positive linear association between relationship management and continuance commitment. The significance threshold of the correlation test was set at 0.005, hence the result is statistically significant. There is a positive correlation between relationship management and continuance commitment, suggesting that more involved workers also tend to be more creative.

According to the results of this study, there is a beneficial connection between relationship management and continuance commitment. This led researchers to reject the alternative idea.

Discussion of Findings

Based on the findings, hypothesis 1 posits that there is not a statistically significant association between relationship management and affective commitment. The findings indicate a statistically significant and favourable correlation between relationship management and affective commitment within the manufacturing sector of Rivers State, Nigeria. This suggests that there is a positive correlation between an increase in relationship management and an increase in affective commitment. This observation is consistent with the findings of Grego-Planer (2022). The findings of the study indicate that there exists a favourable correlation between benevolent leadership and affective commitment. There is a positive correlation between the possession of benevolent leadership traits by a supervisor and the level of dedication exhibited by employees. There exists a positive correlation between all elements of benevolent leadership and affective commitment. Nevertheless, the most significant discovery was made in the "community dimension." All aspects that have been evaluated exhibit a positive correlation with one another, indicating a strong likelihood that if a leader demonstrates one dimension of behavioural leadership, they are also likely to exhibit another one. Affective commitment pertains to the emotional attachment an employee develops towards an organisation, leading to a sense of identification with the company's mission, goals, values, and principles, as well as a connection of their future with the organisation. Also, according to the findings of Pentareddy and Suganthi (2015), the establishment of affective commitment can result in increased job satisfaction, which can be achieved by several factors such as job features, leadership, and empowerment.

Hypothesis 2 posits that there exists no statistically significant association between relationship management and continuance commitment. The findings indicate a statistically significant and favourable correlation between relationship management and the sustained commitment of industrial enterprises in Rivers State, Nigeria. This suggests that there is a positive correlation between the level of relationship management and the level of continual commitment. This observation is consistent with the findings of Mueller and Straatmann (2014). Continuance commitment is defined as the state in which an individual perceives the expenses associated with terminating their affiliation with the organisation. According to the study conducted by Al-Jabari and Ghazzawi (2019), it was observed that the leadership within an organisation has a good impact on both the performance and commitment of individuals.

There is a considerable observed correlation between relationship management and the measurement of organisational commitment. Relationship management encompasses a range of competences, including fundamental social skills, the capacity to evaluate and exert control over the emotions and behaviours of others, and the ability to persuade people to elicit favourable responses in reciprocation. Spencer and Spencer (2008) and Goleman (2001)

assert that the proficiency in relationship management is a crucial competency for supervisors, managers, or leaders to effectively oversee their subordinates.

The cultivation of relationship management skills is crucial in fostering constructive and productive relationships with colleagues. These skills enable individuals to effectively engage with team members, mitigating conflicts and addressing underlying tensions that may arise, thereby safeguarding working relationships and enhancing the likelihood of project success (Boyatzis et al., 2002). Promoting interconnectivity and knowledge exchange among individuals, regardless of their hierarchical standing within an organisation, fosters a harmonious and inclusive working environment. According to Boyatzis et al. (2000), the presence of a favourable work environment has a positive impact on the overall performance of a company. The utilisation of teamwork and collaboration among employees facilitates their collective efforts in pursuit of a common objective (Goleman, 1998). Khan and Din (2010) suggest that there exists a positive correlation between collaboration and employee commitment. Consequently, it is imperative to prioritise relationship management as a means to enhance employee commitment.

Relationship management encompasses a range of competencies, which encompass crucial social abilities, the capacity to analyse and exert influence over others, and the ability to elicit favourable responses from others. The capacity to manage relationships presents an avenue for the cultivation of social skills, hence facilitating the acquisition of self-management and self-awareness skills. This entails engaging in social interactions with the purpose of enhancing productivity, fostering positive relationships, and elevating overall life satisfaction. The cultivation of relationship management skills is crucial for fostering constructive and productive relationships with colleagues. These skills enable individuals to effectively engage with team members, mitigate potential conflicts, and address underlying tensions that may arise, thereby safeguarding working relationships and promoting the success of projects (Boyatzis et al., 2002).

Conclusion

The findings derived from the conducted research indicate a favourable correlation between relationship management and measures of organisational commitment, specifically affective commitment and continuance commitment, within manufacturing firms located in Rivers State, Nigeria.

Recommendations

Based on the findings and analyses conducted in this study, it is strongly advised that manufacturing enterprises operating in Rivers State, Nigeria, take into account the following measures in order to improve their level of organisational commitment through effective relationship management:

1. It is imperative for manufacturing enterprises to have unambiguous and transparent lines of communication between their workforce and managerial personnel. This initiative will facilitate the establishment of trust and foster mutual comprehension among all parties involved.
2. It is imperative for manufacturing organisations to have avenues for staff to engage with customers and suppliers. This will facilitate employees' comprehension of the requirements of their customers and suppliers, hence enhancing their decision-making capabilities.
3. It is recommended that manufacturing organisations offer comprehensive training programmes to their staff that focus on the development of relationship management abilities. This initiative aims to facilitate the enhancement of employees' abilities in cultivating and sustaining favourable associations with stakeholders.
4. It is recommended that manufacturing enterprises engage in the measurement and monitoring of KPIs pertaining to relationship management and organisational commitment. This will facilitate the identification of areas for improvement.

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